

HARTFORD BUSINESS JOURNAL

DECEMBER 5, 2016

Volume 25, Number 1

\$3.00

GREATER HARTFORD'S BUSINESS NEWS

www.HartfordBusiness.com

PHOTO | STEVE LASCHEVER

Lasting Legacy



Dave Wurzer was among Connecticut's early bioscience pioneers, as CFO for former CuraGen, one of the "7 sister" firms that helped develop the industry in the state. He's now helping the state expand its biosci ecosystem.

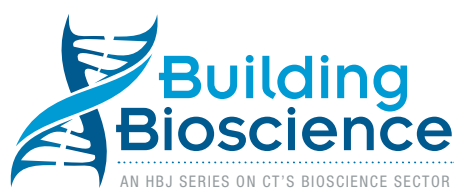


EXECUTIVE PROFILE

Entrepreneurial Ambitions

Shana Schlossberg envisions her new downtown Hartford incubator space to be a hive of entrepreneurial and creative energy that will spin off new high-tech businesses, grow existing ones, foster investments, launch connections, inspire youth, create jobs and fuel game-changing robotic and wearable technology innovations. **PG. 3**

CT's '7 sisters' launched state's bioscience golden age



By Gregory Seay
gseay@HartfordBusiness.com

Connecticut's bioscience sector today pulses with thousands of scientists and executives at dozens of startup drug developers and maturing biopharmaceutical companies.

But it was barely two decades earlier that a state more known for manufacturing and as the world's insurance capital, became host to a handful of fledgling bioscience firms—seven, to be exact—that managed, through good science, good timing, and

Continued on page 8



Holiday Cheer

More Greater Hartford companies are opting to throw a holiday party this year, providing a boost to area banquet and meeting facilities. **PG. 5**



MEET THE WINNERS!
Special Section: pages 13-33



Index

- Week in Review: **PG. 6**
- Deal Watch: **PG. 10**
- Nonprofit Notebook: **PG. 11**
- Movers & Shakers: **PG. 12**
- Town Profile: **PG. 34**
- Opinion & Commentary: **PG. 36**

For more B2B news visit **HARTFORD BUSINESS.com**



Hartford area decision makers' most trusted and widely-used resource guide.

Lists • Economic Forecast • 5 to Watch

Coming: December 26, 2016

Subscribe online





LET US HELP EXPAND YOUR CAPABILITIES.

Get better support for your network infrastructure as you navigate today's sophisticated IT challenges, including cyberattacks, e-commerce integrity and data transmission security. With managed service options from Cox Business, we can proactively resolve issues so you don't have to. That frees up your day to focus on what matters: your business.

VOICE

Our cloud-based hosted voice solutions include mobility features that allow you to be reachable and productive from anywhere, as well as equipment with no up-front costs and periodic technology refreshes.

SECURITY

Increase your network's reliability, performance and security by off-loading your router and network security management, with features including 24/7 proactive monitoring, alerts, a responsive support staff and a firewall.

MANAGED NETWORK AND INFRASTRUCTURE

Reduce your IT costs with services that increase your power capacity and redundancy, maximize business continuity and disaster recovery, and bring you a scalable, professionally designed network.

To learn more, call (866) 576-0543

Innovate Hartford aims for 100 new startups in year one

By John Stearns

jstearns@HartfordBusiness.com

Shana Schlossberg envisions her new venture in downtown Hartford's Stilts Building to be a hive of entrepreneurial and creative energy that will spin off new high-tech businesses, grow existing ones, foster investments, launch connections, inspire youth, create jobs and fuel game-changing robotic and wearable technology innovations that could be manufactured here.

"When an accelerator, incubator, ecosystem is built in the middle of town, its purpose is for everyone," said Schlossberg, founder and CEO of Innovate Hartford, a co-working space that will also host seminars and other events to support innovation.

Work is still underway on Innovate Hartford's 27,453-square-foot, two-floor space beginning on the mezzanine of the office tower at 20 Church St., but the group already occupies temporary co-working space on the 17th floor where companies can work until the permanent space is completed in February. The permanent space will have desks for co-working, private offices, common areas with high tops and couches for lounging and networking, an area for games like Ping Pong, a meditation room, conference rooms and a robotics and wearables lab. Two companies are already in the temporary space, two more will enter before Jan. 1 and others are reserving the main area.

Innovate Hartford is recruiting existing tech companies from inside and outside the U.S. and aims to have 100 of them within a year. Innovate Hartford, which is taking no public money itself, is serving as a conduit to help other companies apply for state grants or other assistance to make the transition to Connecticut easier.

"How do you start an ecosystem? You can't say, 'OK, we'll sit around wait for people to come.' ... You have to jumpstart it," Schlossberg said of companies that become magnets for other companies, entrepreneurs, professional-services providers and investors.

Schlossberg, 35, who's been in tech her entire career and exudes confidence in Innovate Hartford's mission and its ability to help the region's economy, looks forward to joining the city's innovation space and says local investors are hungry for Connecticut companies in which to invest.

"I can name, 20, 30 and more of them who are living in this area, who have a lot of money and are spending it on startups in Silicon

HBJ PHOTO | JOHN STEARNS



Shana Schlossberg, founder and CEO of Innovate Hartford, is seen on the 17th floor of the Stilts Building in downtown Hartford, where her organization has set up temporary co-working space while its permanent quarters at the mezzanine level gets built out.

Check out a video clip of Shana Schlossberg's interview at hartfordbusiness.com.

Valley, are investing in New York," she said.

They would like more companies to choose from locally and are willing to invest in Innovate Hartford real estate to meet Connecticut companies they and others may want to invest in and which are attracted to the space, Schlossberg said.

About \$2.8 million is being spent on the Stilts space, roughly \$1 million by the building's New York owner, Shelbourne Global Solutions LLC, for which Schlossberg's brother, Benjamin, is a managing member, and the rest by investors split roughly evenly between those in Hartford, including Alan Lazowski, chairman, CEO and founder of Hartford's LAZ Parking, and outside of Hartford. Shelbourne is not part of Innovate Hartford, but has negotiated a 20-year lease with it.

With Innovate Hartford's model generating rent from existing tech companies, Schlossberg envisions being able to offer a few free seats to some early stage startups with great ideas, giving them access to experts and mentors in the building, connecting them to universities and others who can help them.

"Suddenly, I'm building the incubator that is self-sustaining because I'm not taking any additional money from investors for that incubator that every other incubator has to," she said.

"But in a true ecosystem, you need the base, the solid base of companies, which is why these 100 companies will be so important, to show these are 100 companies creating jobs, creating revenue for the state, they're making Hartford better and bigger," she said.

That's where the incubator comes in, generating the next great idea or technology. She's intrigued by wearable and robotic technology, but is open to other technology incubation.

Michael Cantor, chairman of Connecticut Innovations and co-managing partner of the Cantor Colburn intellectual property law firm, is impressed by Schlossberg.

"I have now been working with her for quite a number of months and I've been at many, many meetings with her — she is for real," Cantor said. "She is putting her money where her mouth is."

She's seen the ecosystem for entrepreneurs and startups Connecticut has already created through programs like CTNext and those of the state Department of Economic and Community Development and wants to be part of it, he said.

"It's very, very exciting and when she says she's going to bring a hundred

companies here in the next year, I believe her," Cantor said, praising her contacts and connections with universities, governments and others in the innovation ecosystem.

"She's doing it the right way, she's not looking to be an island," he said. "It's all about connectivity when you're talking about developing an ecosystem."

Worldly ambitions

Schlossberg, who lives in New York City and visits weekly, intends to move part of her own company, EZBZ, to the space, and eventually spend about half her time in Hartford. Schlossberg, EZBZ's founder and CEO, created the technology platform in 2011 to connect small businesses in real time to consumers looking for their services. Consumers type in what they're looking for, EZBZ provides a list of providers who are available and their costs. It's up to the consumer to reach out to the provider they want.

"The core of me is a social entrepreneur," she said. "When I went into EZBZ, what drove me there was I really wanted to create a platform that's equal opportunity for small businesses," she said. "I have a lot of wearable ideas. EZBZ's artificial intelligence, it's natural next step is a robot walking around your house taking note of what

Continued ►

Get local breaking business news daily!

HARTFORD BUSINESS JOURNAL

HBJToday

and

CT MORNING Blend
TODAY'S TOP BUSINESS STORIES FROM ACROSS THE STATE

It's the up-to-date information you need to do better business!

Sign up today at HartfordBusiness.com:
Click on the 'SUBSCRIBE' button

From Central Connecticut's trusted business news source.

HARTFORD BUSINESS JOURNAL

Executive Profile: Schlossberg

needs to be fixed or what doesn't."

Schlossberg, who grew up in Baltimore in an ultra-orthodox Jewish household where her father was a rabbi and mother a teacher, left home at 14 for Israel to pursue her studies there and where she got her first bachelor's degree at age 19, in math and computer science, and immediately got a job in the Israeli technology industry in 1999.

She started with Amdocs as a project manager and business analyst, where she led the development and implementation of projects for Verizon and SBC (currently AT&T), according to a bio provided on her. She later was a senior business analyst/project manager at Hewlett-Packard during which she participated in the New York City Emergency Communication Transformation Program after 9/11 as a liaison to the fire department and developed and implemented GIS and other solutions to

improve emergency response in the five boroughs. Prior to founding EZBZ, she was the founder and CEO of Israel Now, a chain of 40 local news websites in Israel, which offered comprehensive advertising, marketing and PR solutions for more than 25,000 local and small businesses.

During her career, she also got a master's degree in bioinformatics in Israel and, after moving to Dallas with Amdocs, got another bachelor's in premed at the University of Texas-Arlington, thinking she'd become a neurosurgeon, before she changed gears.

If she weren't running EZBZ and trying to transform Hartford's economy, Schlossberg said she'd probably be a neurosurgeon, traveling the world as an opera singer (she sings opera professionally) or seeking the presidency.

"I have my eyes set on Washington," she said. "You have to think big." ■



Shana Schlossberg displays a rendering of Innovate Hartford's 27,453-square-foot, two-floor space, which will feature desks for co-working, private offices, common areas with high tops and couches for lounging and net-working, an area for games like Ping Pong, a meditation room, conference rooms and a robotics/wearables lab.

HARTFORD BUSINESS JOURNAL

www.HartfordBusiness.com
(860) 236-9998

EDITORIAL

Greg Bordonaro Editor, ext. 139
gbordonaro@HartfordBusiness.com

Gregory Seay News Editor, ext. 144
gseay@HartfordBusiness.com

Matt Pilon News Editor, ext. 143
mpilon@HartfordBusiness.com

John Stearns Staff Writer, ext. 145
jstearns@HartfordBusiness.com

Patricia Daddona Web Editor, ext. 127
pdaddona@HartfordBusiness.com

Stephanie Meagher Research Director
Heide Martin Research Assistant

BUSINESS

Joe Zwiebel President and Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Donna Collins Associate Publisher, ext. 121
dcollins@HartfordBusiness.com

Amy Orsini Events Manager, ext. 134
aorsini@HartfordBusiness.com

Kaleigh Hickey Events Coordinator, ext. 137
khickey@hartfordbusiness.com

Christian J. Renstrom Advertising Director, ext. 126
crenstrom@HartfordBusiness.com

David Hartley Sr. Accounts Manager, ext. 130
dhartley@HartfordBusiness.com

John Vuilleumot Sr. Accounts Manager, ext. 133
jvuilleumot@hartfordbusiness.com

Marisa Wright Sr. Accounts Manager, ext. 124
mwright@hartfordbusiness.com

Raki Zwiebel Credit and Collections Manager
Valerie Clark Accounting Assistant/Office Manager

Kim Vautour HR Director

PRODUCTION

Lynn Mika
Production Director/Marketing Coordinator, ext. 140
lmika@HartfordBusiness.com

Christopher Wallace Art Director, ext. 147
cwallace@HartfordBusiness.com

New England Business Media LLC

Peter Stanton CEO
pstanton@nebusinessmedia.com

Joseph Zwiebel President & Group Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Mary Rogers COO/CFO
mrogers@nebusinessmedia.com

Subscriptions:

Annual subscriptions are \$84.95. To subscribe, visit HartfordBusiness.com, email hartfordbusiness@cambeywest.com, or call (845) 267-3008.

Advertising:

For advertising information, please call (860) 236-9998. Please address all correspondence to: Hartford Business Journal, 15 Lewis Street, Suite 200, Hartford CT 06103.

News Department:

If you have a news item: Call us at (860) 236-9998, fax us at (860) 570-2493, or e-mail us at news@HartfordBusiness.com

Hartford Business Journal accepts no responsibility for unsolicited manuscripts or materials and in general does not return them to the sender.

Hartford Business Journal (ISSN 1083-5245) is published weekly, 53 x per year — including two special issues in November and December — by New England Business Media LLC, 15 Lewis Street, Suite 200, Hartford CT 06103. Periodicals postage paid at Hartford, CT.

Tel: (860) 236-9998 • Fax (860) 570-2493

Copyright 2016. All rights reserved.

Postmaster: Please send address changes to: Hartford Business Journal
P.O. Box 330, Congers, NY 10920-9894

THE ALLIANCE
OF AREA BUSINESS PUBLICATIONS

COPYRIGHT CLEARANCE CENTER
www.copyright.com



Meet the *best business-to-business companies* in Greater Hartford!

The Hartford Business Journal's Best of Business Awards are a great opportunity to celebrate, network, and build new business relationships within our region. These awards celebrate area business-to-business companies that have been recognized by their peers as the best! The winners will be unveiled in a special issue of the Hartford Business Journal in print and online on December 12.

networking reception • cocktail hour • awards celebration

Thursday, January 26th, 2017; 5:30-8:30 PM
at The Marquee, 960 Main St., Hartford

For tickets go to HartfordBusiness.com/BOB

- Individual tickets: \$70
- Pack of 6 tickets: \$375
- Pack of 12 tickets: \$720

For more info, contact Kaleigh Hickey
Events Coordinator at 860-236-9998 Ext. #137
or email khickey@HartfordBusiness.com

Presenting Sponsor:
**COMCAST
BUSINESS**

Event Sponsor:
**EXPRESS
STRATEGIES**

Event Partners:
**LOCAL STAGE
PRODUCTIONS**

MARQUEE EVENTS
partnering the passion for dollars

**THE PERFECT
PROMOTION**



The Society Room of Hartford (shown above) is seeing a record number of holiday parties this December.

Office holiday party season alive in Hartford region

By Matthew Broderick

Special to the Hartford Business Journal

If Black Friday sales are a barometer of holiday consumer spending, then perhaps the trends in office holiday parties might be a useful indicator of the country's and Connecticut's corporate-sector health.

And by that measuring stick, signs are good this holiday season.

In fact, a national survey released last month by consultancy firm Challenger, Gray & Christmas Inc. not only found that 80 percent of companies polled are planning to host a company holiday party this year, but more than one-fifth of them are planning to increase the party's budget.

That's been good news for both employees as well as holiday-party venues like the Society Room of Hartford, which is seeing a record number of December holiday parties this year, according to Jane DiMartin, the venue's corporate sales manager. "We are seeing larger parties this year," she said, noting the Society Room can handle parties up to 570 people. "And it seems that [companies] are also spending more."

To date, the Society Room has 22 holiday events booked through December, led mostly by corporate clients who DiMartin said are opting to enhance their party this year with features like up-lighting or nice centerpieces. On average, she says, clients are spending an estimated \$88 a person this year, which includes open bar and a wide array of food stations from the venue's holiday menu.

Another trend DiMartin has seen is more area corporations inviting affiliated locations from other states — like a Boston or Albany office — to their Hartford holiday party. "A holiday party is a great — and casual — way for people to connect," she said.

At the Aqua Turf Club in Southington, those holiday connections are being made beyond the company walls. That's because the facility — which can accommodate events of more than 1,000 — features parties designed specifically for small businesses. "For around \$67 a person, small businesses can be part of a larger all-inclusive holiday party featuring cocktails, dinner, coffee and dessert," said Kelly Murphy, an Aqua Turf event planner.

Since introducing its small business holiday parties in 2010, more than 2,000

companies have participated. Murphy said the party budgets this year vary widely from \$2,000 for smaller companies to more than \$20,000 for larger corporate clients.

"Lots of our corporate clients are hosting their parties on Saturdays this year," Murphy said. "We're completely booked for December."

According to the Challenger, Gray & Christmas survey more than one-third (38 percent) of respondents said their company party would be on a weekend or evening, up from 31 percent last year and more (42.9 percent) will allow spouses or families to attend, compared to 31 percent in 2015.

Many companies are also building in entertainment to their holiday parties, which has helped Hartford's Infinity Music Hall expand its holiday-party offering. The facility has more than 20 events scheduled this holiday season by corporations, rotary clubs and nonprofits, said Mary Ann Clerkin, Infinity's director of marketing.

"We have private parties with access to concerts," Clerkin said. "It's a great way for employees to unwind and connect."

Meg Fanion, Infinity Hall's director of special events, noted that for smaller businesses on a tighter budget, her facility provides pre-show receptions and concert access, with per-person options starting at \$38. But for larger corporate parties — which range from \$10,000 to \$20,000 — the facility can host multiple functions for a single client.

"We can offer a VIP room, happy-hour space, dining-room space," Fanion said. "There are lots of options."

And one option in particular, Clerkin said, is becoming increasingly popular: the after-the-holidays holiday party.

"We are seeing a big uptick in the number of companies booking their office parties for January," Clerkin said. "I think for many people it's just easier because their December schedules are so busy already."

And it's not just 2017 parties on the books. DiMartin said some of her loyal Society Room clients are already booking out their 2018 parties. "For Friday and Saturday parties, we typically have reservations from 18 months to two years in advance," she said.

It seems the holiday spirit — and holiday-party budgets — are alive and well in Hartford, no matter what Black Friday sales tell us. ■

DESIGN BUILDERS • GENERAL CONTRACTORS • CONSTRUCTION MANAGERS

SPOTLIGHT ON: AUTOMOTIVE



Valenti Maserati-Fiat | Hartford, Connecticut

This building entertains two different dealerships. A Fiat car dealership and a Maserati dealership. The entire building was an interior and exterior renovation project. It was a complete renovation with high end finishes, ACM Panels, and new mechanical systems throughout.

PROJECT SIZE: 7,700 SF

PDS ENGINEERING & CONSTRUCTION, INC.



THINK • PLAN • BUILD

107 Old Windsor Road, Bloomfield, CT 06002
(860) 242-8586 | Fax (860) 242-8587
www.pdssec.com

PDS has been meeting the needs of the construction industry since 1965. Our dedicated team of design and construction professionals welcomes the challenge of serving its past and future customers on their most demanding projects.

HEAVY ON PRODUCTIVITY



CALL FOR A FREE SITE EVALUATION

GORBEL WORK STATION BRIDGE CRANES

Keep your company's productivity moving with Work Station Cranes built to your application. Our innovative enclosed track design makes it easy to move and position loads up to 4,000 pounds, while dramatically reducing the risk of injury. Available in trussed steel or lightweight aluminum, Work Station Cranes also feature multiple track profiles and spanning capabilities, not to mention a life cycle that ensures productivity for the long haul.

GORBEL
A CLASS ABOVE

MATERIALS HANDLING SYSTEMS

77 Grassmere Ave., West Hartford, CT 06110
860-523-4205 • www.materialshandlingsys.com

BY THE NUMBERS

\$230,000

The amount Republicans spent on digital advertising in state legislative races this year, compared to \$20,400 for Democrats, which helped the GOP gain seats in the House and Senate, according to the CTMirror.

2nd

Connecticut's ranking in a survey by financial news website 24/7 Wall St., which identified the best states in the U.S. to live in, based on wealth and public safety.

3

The number of years it would take to renovate XL Center, under the \$250 million redevelopment plan officially backed by the Capital Region Development Authority.

27.3%

The percentage of state lawmakers who will be women when the legislative session begins in January, which represents a slight dip from recent years, according to the Commission on Women, Children and Seniors.

TOP 5 MOST READ

on HartfordBusiness.com

- Hartford getting a professional soccer team
- Lobbying firm headed by former House Speaker expands
- CBIA's Stewart to lead CPA society
- CT projects competitive in smaller energy RFP
- Mass. solar installer targets CT

STAY CONNECTED

For breaking and daily Greater Hartford business news go to www.HartfordBusiness.com.

HBJ on Twitter: @HartfordBiz

HBJ on Facebook: www.facebook.com/HartfordBiz

HBJ on LinkedIn: www.linkedin.com/company/the-Hartford-Business-Journal

Daily e-newsletters:
HBJ Today, CT Morning Blend
www.HartfordBusiness.com/subscribe

Weekly e-newsletters:
CT Green Guide Weekly,
CT Health Care Weekly
www.HartfordBusiness.com/subscribe



President-elect Donald Trump.

TOP STORY

Trump's Carrier deal draws UTC in political crosshairs

It took just one tweet last week for the deep divide over President-elect Donald Trump to flare again.

Carrier, a Farmington-based company that makes air conditioners, tweeted that it had reached a deal with Trump to save nearly 1,000 factory jobs in Indiana from going to Mexico.

Many conservatives erupted in praise for Trump the job saver who is already delivering on his promises. Many liberals erupted in skepticism. They demanded details of just how much Trump must have had to give away to save only half of the jobs Carrier intended to take to Mexico.

Carrier poses an early critical test for Trump, who promised during the campaign to keep American jobs from fleeing to Mexico. It also put Farmington-based United Technologies Corp., the parent to Carrier, in the political crosshairs, and may have provided a small window into Trump's economic strategy as he prepares to take office in January.

Carrier announced in February that it would close two Indiana plants, costing a total of 2,100 jobs. It's unclear what will happen to the other jobs.

GOVERNMENT & LAW

CBIA's Stewart to lead CPA society

Bonnie Stewart, a top lobbyist and executive at the Connecticut Business and Industry Association, has been named executive director of the Connecticut Society of Certified Public Accountants (CTCPA).

The new post becomes effective at the beginning of January.

Stewart succeeds Executive Director Arthur J. Renner, a CPA who is retiring after 20 years as the CEO of the CPA membership association. She is currently vice president of government and public affairs as well as general counsel at CBIA.

Lobbying firm headed by former House Speaker expands

Former Democratic House Speaker James Amann's Milford-based lobbying firm has bought out a competitor and hired the son of former Republican Gov. Jodi M. Rell.

International Government Strategies LLC is expanding with the addition of lobbyist Michael Rell of Wethersfield and industry veteran Marshall Collins.

Amann last week announced the staffing additions, which include the merger of Collins' firm, Marshall R. Collins & Associates. Amann, a former Democratic state Speaker of the House and long-time state representative from Milford, founded IGS in 2010 with former Milford state senator Win Smith.

TRANSPORTATION

Rail, bus fare hikes coming Dec. 1, 4

Rail and bus fare increases have taken effect in Connecticut.

The Connecticut Department of Transportation decided to implement fare increases rather than cut service as it prepares for budget cuts, the agency said.

Train fares have gone up 6 percent, including a previously approved 1 percent increase on Dec. 1. Bus fares have increased 16.7 percent, or 25 cents on a single one-way CTtransit bus trip.

The new rates were announced in October following a series of six public hearings around the state on the proposed rail and bus fare increases. While some opposed a fare increase, there were no recommendations to cut service.

ECONOMIC DEVELOPMENT

Bloomfield in running for \$78.5M Trader Joe's distribution hub

Trader Joe's is considering locating a \$78.5 million regional distribution facility in Bloomfield and bringing with it 675 new jobs, a prospect the town mayor is welcoming.

"The interest is mutual," said Mayor Joan A. Gamble. "What they're asking for and what we're willing to do is up to negotiations, but the idea of bringing in such a huge number of jobs is very good. They're entry and upper-level jobs and Trader Joe's is an outstanding company."

In a Nov. 29 letter to the town planner, George Tobjy, managing director for New York City-based KPMG, said the grocer is weighing possible locations for the facility in Connecticut and New York. The project would encompass a 690,000-square-foot warehouse, which will include 90,000 square feet of frozen food storage and some light manufacturing.

SPORTS

Hartford getting a pro soccer team

Hartford City FC is joining the National Premier Soccer League as an expansion team that will compete in the Northeast region's Atlantic Conference, the league announced.

Hartford City FC is led by Aaron Sarwar and Hami Kara. The pair ran the NPSL press release on their Hartford City FC Facebook page and an evolving new website.

"We joined the NPSL because it is a respected league with a proven track record," Sarwar said. "They have had great success in markets such as Hartford."

Sarwar, who will serve as the club's owner, is a Hartford native whose family owns the Shish Kebab House of Afghanistan in West Hartford. Sarwar's father, Naseer Sarwar, is a partner and investor in the team.

Kara, who will serve as the team's captain, is a goalkeeper. It's not clear where the team will play.

HEALTH CARE

Two CT radiology groups establish joint venture

Two Connecticut radiology companies have formed the Charter Radiology Network, a management-services organization that will enable them to work together toward the Affordable Care Act's "triple aim" of improved patient health and satisfaction at less cost.

Jefferson Radiology of East Hartford and Advanced Radiology Consultants of Shelton announced the cooperative venture last week. Bob Evangelista, ARC's marketing manager, and Rod Neaveill, Jefferson Radiology's senior director of marketing and business development, say the initiative is not a merger but rather a separate business entity owned 50 percent by each company.

So far, the Charter Radiology Network is not yet staffed, but has three representatives from each company on a six-member board of directors, Evangelista said.

Clark Yoder, CEO of Advanced Radiology Consultants, says the new venture is a response to public demand for improved healthcare access, safety, affordability and quality.

ENERGY & UTILITIES

Mass. solar installer targets CT

A Massachusetts solar developer-installer has hired a longtime Connecticut energy executive to help it gain traction into the Nutmeg State's commercial solar market.

Solect Energy said last week that it's hired Kent McCord as business-development director. McCord was most recently director of sales and marketing at South Windsor's Doosan Fuel Cell (formerly ClearEdge Power and UTC Power). He had worked for the companies since 2001, departing in late September.

McCord will receive support from Solect's Massachusetts headquarters, according to Solect, which has not announced plans to open an office here.

Founded in 2009, Solect had installed more than 31 megawatts of solar capacity through 2015. Connecticut is Solect's third market.

CT projects competitive in smaller energy RFP

Large proposed solar farms in Enfield and Wallingford are among 10 Connecticut clean-energy projects that could become a reality as soon as next year, following a state-run selection process.

Connecticut's sole commercial wind farm, in Colebrook, could also gain a third turbine, according to details released last week by the Department of Energy and Environmental Protection (DEEP), which oversaw the procurement seeking projects between 2 and 20 megawatts in size.

In all, DEEP selected 24 solar and wind projects totaling 371.5 megawatts in generation capacity. Of that number, 10 projects totaling 137 megawatts of capacity would be located within Connecticut, DEEP said. That means in-state projects represented 37 percent of the total capacity selected.

BANKING & FINANCE

Wealthy CT presses Wells Fargo for changes

Connecticut is flexing its fiduciary muscles as a retirement-fund manager to push Wells Fargo Bank into more investor transparency and accountability amid ongoing fallout from the banking giant's customer-accounts fiasco.

State Treasurer Denise L. Nappier announced last week that her office, in partnership with three institutional investors with assets under management of \$355 billion, has filed a shareholder resolution at Wells Fargo calling for a change in the company's corporate bylaws to ensure an independent non-executive board chair.

Meantime, Nappier said her office already has taken steps to penalize Wells Fargo for its actions, which she says affected some 11,000 Connecticut customers.

Nappier is principal fiduciary of the \$30 billion-asset Connecticut Retirement Plans and Trust Funds (CRPTF).

Connecticut's financial relationship with Wells Fargo is broad, including investments, bond underwriting, brokerage and cash-management services. The state also has an equity stake in Wells



Customers meander around a Wells Fargo branch.

Fargo. As of Nov. 25, the CRPTF held Wells Fargo stock and fixed income instruments valued at \$125.1 million, Nappier said.

REAL ESTATE

CT's Oct. housing permits down

Connecticut communities issued fewer permits for new homes in October than the previous month and a year earlier, new data shows.

The 104 cities and towns regularly sampled by the U.S. Census Bureau issued just 452 permits for single- and multi-family dwellings in October, down from 541 in September and lower than the 647 granted in Oct. 2015, the state Department of Economic and Community Development reports.

Through the first 10 months of this year, statewide housing permits totaled 3,696 vs. 4,388 issued the same period in 2015.

Bloomfield (408), Simsbury (249), Fairfield (242) and New Haven (227) lead the state in housing permits issued through October, data shows.

MANUFACTURING

Manchester's Lydall acquiring overseas company for \$58M

Manchester-based Lydall Inc. is acquiring the overseas firm MGF Gutsche GmbH & Co. for approximately \$58 million in cash, the industrial filtration company announced.

The agreement to purchase Gutsche, a transaction expected to close at year's end, positions Lydall as "a global leader" in the needle punch nonwoven filtration market and strengthens its position as a provider of engineered technical materials, Lydall said.

Gutsche's nonwoven needle punch material business operates in Germany and China. Lydall plans to maintain a manufacturing presence in the UK, Europe and China, and increase efficiencies through restructuring, the company said.

WHAT'S AHEAD:

- 12/12 Focus: **Education**
- The List: **Largest Community Colleges**
- Nonprofit Profile: **Hartford Symphony Orchestra**

CALENDAR

WEDNESDAY, DEC. 14



Gov. Dannel P. Malloy

Middlesex Chamber Breakfast feat. Gov. Malloy

The Middlesex Chamber of Commerce will host its monthly member's breakfast Dec. 14 at the Radisson Hotel Cromwell, 100 Berlin Road.

The event, which runs from 7 a.m. to 9 a.m., will feature Gov. Dannel P. Malloy as the keynote speaker.

Cost to attend is \$22 for members, \$32 for nonmembers.

For more information or to register go to: <http://middlesexchamber.com/>

FOR A COMPLETE LIST OF GREATER HARTFORD BUSINESS EVENTS, GO TO WWW.HARTFORDBUSINESS.COM AND CLICK ON 'CALENDAR.' ALL CALENDAR ITEMS MUST BE SUBMITTED ELECTRONICALLY VIA OUR WEB SITE, HARTFORDBUSINESS.COM.

DISTINGUISH YOURSELF

UConn's Graduate Business Programs



"UConn's Graduate Business Programs will challenge you to emerge much stronger than you were."

Sophia Ononye '16 MBA

UConn's graduate business programs offer you all of the skills and intelligence you need to **distinguish yourself**, allowing you to be more competitive, innovative, and successful, in life as well as in your career.

MBA PROGRAMS

Full-time • Part-time • Executive

SPECIALIZED MASTERS

Accounting (Online)
Business Analytics & Project Management
Financial Risk Management
Human Resource Management

UConn
SCHOOL OF BUSINESS

grad.business.uconn.edu

AACSB Accredited since 1958

Seeding a new generation of startups

generous financial backing from the state, to establish Connecticut as a budding hub of bioscience innovation and entrepreneurship.

Achillion, Alexion, CuraGen, Genaisance, Neurogen, Rib-X and Vion. All but Neurogen and Vion still exist, in one form or another and in the memories of those who worked there, with Alexion achieving so far the greatest market success and wealth. Collectively, the seven's science has been used to decipher the human genome in order to devise efficacious treatments for diseases ranging from hepatitis C and kidney disease to psychiatric maladies.

"These companies don't die," said Harry Penner, a serial Connecticut biotech entrepreneur who once ran Neurogen and co-founded Rib-X, now Melinta Therapeutics. "They, in a sense, became transformed. But so do the people. They're still at it in other ways."

Those "seven sisters," as they are loosely known in peer circles, also collectively have left behind, observers say, an invaluable legacy to the state's bioscience industry: They were responsible for recruiting and retaining much of the scientific, administrative and investment talent that exists today in Connecticut.

Their other enduring contribution, according to current and former bioscience owners, executives, financiers and advisers, is that they elevated the visibility of Connecticut, particularly New Haven, among the ranks of older, more notable bioscience clusters, including Boston-Cambridge, Mass., and San Diego/San Francisco/Palo Alto, Calif.

The visibility and continued nurturing of Connecticut's bioscience ecosystem is a key reason The Jackson Laboratory for Genomic Medicine opened in Oct. 2014 adjacent to UConn Health Center in Farmington. That same month, Icahn School of Medicine at Mount Sinai debuted its genetic testing lab in Branford.

The contributions of the seven to Connecticut continue to echo well after the departure of drug giants Bayer and Bristol-Myers Squibb, both of which over the years recruited hundreds of scientists and biopharma executives to Connecticut, some of whom eventually launched their own startups.

Pfizer Inc., which once had a major research presence on the shoreline, has sharply curtailed its footprint there. Meantime, German drug maker Boehringer Ingelheim continues to grow its U.S. research operations — and staffing — in Ridgefield.

What Connecticut lacked then but boasts today, is the "critical mass" of scientific and entrepreneurial talent, plus a notable track record of public and private funding to further grow and sustain its bioscience ambitions.

"That's where those seeds were being planted and developed," said Dave Wurzer, a former CuraGen officer who is chief investment officer at Connecticut Innovations Inc., the state's quasi-public technology promotions and investment arm. "All of those seeds gave rise to a critical mass of bioscience companies that were able to attract scientific talent from around the country."

'Golden period'

Hartford serial bioentrepreneur Dr. Gualberto Ruano, who co-founded Genaisance Pharmaceuticals in New Haven, now part of a

larger bioscience company, describes the period from the late '80s until the bursting of the "tech-investment bubble" in 2001 as "a golden period."

"Those were the days when the internet broke ground as an industry," Ruano said, "and genomics was riding the coattail of the internet boom."

In September, Ruano sold the remainder of his second biosci venture, Genomas Inc., a Hartford provider of genetics-based testing to facilitate more effective, personalized treatments for mental illness, diabetes and cardiovascular disease, to a Florida health-software maker for \$1.75 million.

Kevin Rakin, a co-founder of Genaisance, which raised \$60 million in 2000 as one of Connecticut's first bioscience initial public offerings, credits

Ruano as "one of the first people in the world to articulate the idea of personalized medicine. He sketched it out for me on the back of a

napkin at a New Haven pizza parlor."

During that period, many biosci startups in Connecticut and around the country were eager to harness work done to map the entire human genome as a doorway into genetic-based treatment of disease. However, the "dot.com" crash in 2001 sucked the wind and investment in technology, especially genetic research, observers say.

That prompted a global search among bioscience companies for molecular compounds that could be licensed for development into drugs as a way of generating revenue and profits to appease skeptical investors.

The companies that had successes in drug development, like Alexion, Achillion and Rib-X, are still independent. Others, like Genaisance, Neurogen and Vion, either no longer exist or lost their independence. CuraGen was sold in 2009 for \$95 million to New Jersey's Celldex Therapeutics.

Despite the lack of a formal support infrastructure, people in and around the state's nascent biosci sector were open then to new ideas, many of them bandied between researchers/executives at the seven, said Rakin, who for a time was Genaisance's CEO. Genaisance merged with Clinical Data Inc., of Newton, Mass., in 2005.

"We had a wild ride," said Rakin, founding partner of Baltimore life-sciences venture investor HighCape Partners and a board member of Connecticut United for Research Excellence (CURE), the state's chief lobbying and promotional arm of the bioscience industry. "We felt like we could do anything."

Budding industry

To get a sense of where Connecticut's bioscience industry emerged and how far it's come, it's helpful to understand the economic climate at that time.

The U.S. economy was tracking favorably in the late '80s, driven largely by a lengthy bull stock market. Flush investors were swept up in the technology sector, especially companies seeking to exploit what many saw as the wealth potential of the internet.

In 1992, Congress enacted legislation empowering the nation's colleges and universities to leverage their research, patents and other intellectual property into business ventures.

In Connecticut, Yale, whose medical and

Bioscience Connecticut's '7 sisters'

Company	Founded	Status
CuraGen	1991	Since 1999, a Branford unit of New Jersey's Celldex Therapeutics Inc.
Alexion	1992	Publicly traded with a market value as of Nov. 29 of \$28 billion
Achillion	2000	Publicly traded with a market value as of Nov. 29 of \$573 million
Neurogen	1987	Assets sold for at least \$11 million in 2009 to Ligand Pharmaceuticals, San Diego, Calif.
Genaisance Pharmaceuticals	1997	Still in New Haven, it sold for \$55 million in 2005 to Clinical Data
Rib-X Pharmaceuticals	2000	Renamed Melinta Therapeutics in 2013; privately held, based in New Haven
Vion Pharmaceuticals Inc.	1999	Defunct since 2009

SOURCE: COMPANIES NAMED; INDUSTRY DATABASES



Connecticut venture capitalist Harry Penner (right) staked some of this state's earliest bioscience startups. With Penner is Trumbull lawyer Anthony Sabatelli.

technology professors for years had pursued solo commercialization of their research, quickly seized on the opportunity to coordinate and facilitate those startup efforts — a pivotal event for drawing interest and money to the sector, observers say.

All seven Connecticut bioscience startups can trace their roots directly or indirectly to Yale. In the last 20 years, the university has launched some 60 biotechnology companies that have raised more than \$1 billion in professional venture capital, said Jon Soderstrom, managing director of Yale's Office of Cooperative Research. Yale also financed development of Science Park out of a collection of drab industrial buildings in New Haven's Newhallville neighborhood, where most of the seven had lab-office space.

"I don't think anybody's arguing our success," Soderstrom said.

Another crucial development occurred in 1999, when state lawmakers embraced a vital funding format that invigorated many of its homegrown bioscience companies.

Most startups consume loads of cash for salaries, rent, office furnishings, marketing and other overhead, yet with no product per se to sell, they lack revenue and profits. Banks and many investors are uncomfortable with lopsided balance sheets like those, and alternative financing sources are few.

"We were investing tens of millions of dollars in [research and development] but we weren't making any money," Wurzer said of biosci investors at the time.

But the administration of then-Gov. John Rowland and Connecticut lawmakers, with a

nudge from CURE, which was a fledgling bioscience trade-lobby at the time, rode to the rescue.

Lawmakers' approval of legislation allowing startups in bioscience and other industry sectors to convert their operating losses, beginning with the 2000 income year, into tax credits that could be converted to cash to

fund their operations was instrumental in launching the sector at home, experts say.

Under the ongoing program, the state buys back the credit at 65 cents on the dollar, up to \$1.5 million per corporation, according to the state Department of Revenue Services.

In the fiscal year ended last June, Connecticut approved 72 credit exchanges totaling over \$7.6 million. Through the first four months of fiscal 2017, the state's R&D credit buybacks are up 10 percent to \$1.4 million vs. \$1.3 million the same period a year ago.

"That was a crucial step forward in support of the bioscience cluster," Wurzer said.

The tax-credit program prompted Yale to ramp up its commercialization efforts, which in turn, drew the attention of the state's flagship research university, UConn, observers say.

Dr. Timothy R. Shannon is a Connecticut venture capitalist and former bioscience executive whose fingerprints are on many of the seven early Connecticut biopharmas as well as today's newer startups. Shannon is managing partner of Canaan Partners, which has invested billions worldwide, and who sits on the advisory board of Connecticut Innovations.

He said many of the folks working in bioscience during that time are still active and regularly connect with each other.

That, Shannon says, is where Connecticut derives maximum benefit.

"The legacy of those pioneers in Connecticut is their experience — and that most of them are still here, and still helping to build the next generation of innovative start-up companies," he said.



(Top left) Susan Froshauer, CEO, Connecticut United for Research Excellence (CURE); (top right) Erin Duffy, CEO, Melinta Therapeutics (formerly Rib-X); (bottom left) Mary Kay Fenton, executive vice president and chief financial officer, Achillion Pharmaceuticals; and (bottom right) Barbara Dalton, a venture capitalist at Pfizer.

The 'XX' factor in CT's bioscience ecosystem

By Gregory Seay

gseay@HartfordBusiness.com

From its earliest days, women have had important roles in shaping and guiding the course of Connecticut's bioscience sector.

Take Susan Froshauer, a former Pfizer Co. drug researcher who in 2001 co-founded Rib-X Pharmaceuticals in New Haven, and ran it until 2010 as chief executive officer. The company now calls itself Melinta Therapeutics and is located in New Haven.

"I was unusual," said Froshauer, now CEO of Connecticut United for Research Excellence (CURE), which promotes and lobbies on the sector's behalf, "because there were not many women CEOs [in bioscience]. I was an outlier."

Gender, Froshauer said, was the furthest from her and her colleagues' minds beyond their shared goal of developing and commercializing pharmaceutical breakthroughs.

"There was no issue," she said. "We were all equals. ... We loved the science and we loved our mission."

Melinta continues today with a Froshauer protégé as CEO: Erin Duffy, a Yale bioscience alum who worked at Pfizer in New London, and, later, at Achillion Pharmaceuticals in New Haven, before joining Rib-X.

"From the top to the bottom," Duffy said, "the [Rib-X/Melinta] leadership has always featured women."

While Duffy credits Froshauer as a mentor, Froshauer says she found a leadership muse in Barbara Dalton, a veteran venture-capitalist who sat on Rib-X's board when Froshauer ran it.

"She helped me on my board that was predominately comprised of men, to set a tone," Froshauer said. "It truly was a lot of guys who had a lot of experience in what

they were doing, but weren't accustomed to women in a leadership role."

Dalton, who oversees drug giant Pfizer Inc.'s venture investments from its New York City headquarters, says she probably stood out as a role model to other women because she herself is among the few, then and now, conducting venture funding in bioscience.

"There's not that many women in venture capital, so you tend to stand out," said Dalton, a 30-year pharmaceutical industry veteran.

More women are leaders in the bioscience world, Dalton said, yet the pace at which they are being embraced is measured.

"It's slow in big companies. It's slow in small companies," she said.

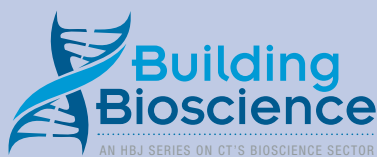
At Achillion, Mary Kay Fenton has overseen its finance functions since 2000, and today is its executive vice president and chief financial officer. Fenton also sits on the board of the Connecticut Business and Industry Association.

Fenton was CFO when Achillion launched its initial public offering, the 10th anniversary of which she and the company this month celebrated by ringing Wall Street's opening bell.

Dave Wurzer, who at the time was finance chief at CuraGen, was Fenton's mentor, she said. Fenton said she, Wurzer, Neurogen's CFO, along with Kevin Rakin, a co-founder and executive at Genaissance Pharmaceuticals, and other executives from neighboring startups formed "a CFO roundtable" that regularly met to discuss ideas and issues over lunch.

"I can say it was very collegial," Fenton said of those early days.

If there was one thing Dalton could do to improve women's visibility in running bioscience companies, it would be, she said, "to make any company run by a woman phenomenally successful. It's all about success." ■



Community Preservation Corporation

UNCOMMON EXPERTISE.
UNMATCHED IMPACT.



CPC is offering a rebate on our Freddie Mac Multifamily Small Balance Loan (SBL) Offering – Save up to \$5,000 by submitting application and deposits before December 31st, 2016

CONTACT US

Matthew Nelson

SmallBalanceLoans@communitycp.com

518.649.9094



TERMS

- 5, 7, and 10 year terms available • Up to 30-year amortization on all terms
- Up to 80% financing available • Interest only available
- Stepdown prepayment available • Debt Coverage as low as 1.20
- Cash Out equity

COMMUNITYCP.COM

Quality Construction + Butler Manufacturing = Repeat Customers



Goodwill Brookfield | 2007 | 13,050 sq. ft.



Goodwill Westport
2011 | 9,960 sq. ft.



Goodwill Torrington
2002 | 14,690 sq. ft.

Contact us at 1-855-BUILD-86 or visit us on the web.



ENGINEERS • DESIGNERS • CONTRACTORS

www.borghesibuilding.com

©2011 BlueScope Buildings North America, Inc. All rights reserved. Butler Manufacturing™ is a division of BlueScope Buildings North America, Inc.

2155 East Main Street • Torrington, Connecticut 06790

**SOMEONE'S
GOT TO WIN.
WE PREFER
IT'S YOU.**



CO-COMMUNICATIONS
MARKETING & PUBLIC RELATIONS
MAKE YOURSELF PERFECTLY CLEAR™

NY • CT • www.cocommunications.com • 860.676.4400

**Connecticut commuters
average enough miles to
DRIVE AROUND THE WORLD
every year.**



**Reducing commuting is just one way
Telework helps your business.**

To learn 4 more ways, visit
CTrides.com/teleworking

 **CTrides** | Telework

DEAL WATCH

Vernon flex building on Tolland Tpke. draws \$691K

Gregory Seay

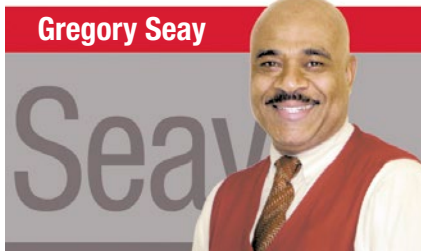


PHOTO | CONTRIBUTED



1627 Tolland Turnpike, Vernon.

An 8,000-square-foot Vernon flex building on the Tolland Turnpike recently sold for \$691,411, brokers say.

DSG Realco 1627 Tolland Turnpike LLC bought the building on 1.99 acres at 1627 Tolland Turnpike from Firm Foundation LLC.

Sentry Commercial was sole broker in the sale.

Enfield high-bay space

A 49,175-square-foot Enfield warehouse is available for lease, brokers say.

The high-bay industrial space at 250 South Road, visible from I-91, has two docks, two drive-in doors and 26-foot to 27-foot clear heights.

Sentry Commercial is listing broker.

Oxford's Vernon expansion

PHOTO | CONTRIBUTED



30 South Satellite Road, Vernon.

Oxford Performance Materials has expanded its lease footprint in South Windsor.

Oxford added 18,000 square feet to its existing lease at 30 South Satellite Road.

AHS Realty 1 LLC owns the 61,000-square-foot building on 6.85 acres.

Sentry Commercial was sole broker.

\$450K N. Britain parcel

A 1.1-acre developable parcel in New Britain is on the market for \$450,000, the listing broker says.

The site at 331-335/343-349 Farmington Ave. is in a "T" residential zone for single- and two-family dwellings that allows exceptions for specific uses such as a hospital, school, recreation facility, or daycare, according to Reno Properties Group LLC.

The property is adjacent to a 64-unit, mid-rise apartment building, Central Connecticut State University and other institutional, commercial and cultural amenities.

Colliers' area leases

Hartford commercial broker Colliers International recently reported a series of area office-commercial leases. Colliers



PHOTO | LOOPNET.COM

892 Main St., Hartford.

was sole broker, except where noted.

In downtown Hartford, **Sam's Food Stores** leased 4,781 square feet at 892 Main St. for a storefront in space that Citibank once occupied. 18 Temple Street LLC is landlord.

In Bloomfield, law firm **MAAC Law** leased 1,400 square feet at 34 Jerome Ave. from landlord 34 Jerome Avenue LLC.

In Bristol, **Medi Weightloss** signed for 3,500 square feet in Bristol Commons Plaza, 99 Farmington Ave., for its second Connecticut location. ELK Bristol Commons LLC is landlord. Colliers represented the tenant; Fairfield Retail Partners represented the landlord.

In Glastonbury, advertising-marketing agency **Stifel Marcin LLC** signed for 2,274 square feet at 701 Hebron Ave. from landlord 701 Hebron Avenue Associates.

In Enfield, **Blue Thunder Technologies Inc.** extended its lease on 5,317 square feet at 1699 King St. White Diamond LLC is landlord.

In Manchester, environmental-engineering services provider **Arcadis US Inc.** renewed its lease on 7,940 square feet of office space at 160 Chapel Road. 160 Chapel Road Associates LLC is landlord.

In New Britain, **Everything 2 Wheels LLC** leased 6,580 square feet at 230 South St. from landlord Joseph H. Stagg III.

In Rocky Hill, **Citizens Bank** leased 2,100 square feet at 865 Cromwell Ave./Route 3, Unit D, for a new bank branch in the Town Center West retail center under construction. When opened, it will replace Citizens' existing branch on the opposite side of Cromwell Avenue. TWC LLC is landlord.

Also in Rocky Hill, **podiatrist William Mitchard** leased 609 square feet at 185 Silas Deane Highway from landlord DF Group LLC.

In Vernon, **DD Tech Group LLC** leased 1,600 square feet to house a **Metro PCS** store at 200 Hartford Turnpike. Albert Rizzo Inc. is landlord.

In Windsor, specialty-insurance underwriter **Markel Corp.** renewed its lease on 11,283 square feet at 100 Northfield Drive from LSREF4 Rebound LLC. ■

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

NONPROFIT PROFILE

Our Piece of the Pie

20-28 Sargeant St., Hartford | www.opp.org

MISSION

To help urban youth become successful, economically independent adults.

TOP EXECUTIVE

Robert Rath, President/CEO

SERVICES

Youth-development programs.

FY 2015 SUMMARY

	2014	2015
Total Employees	768	667
Total Assets	\$6,599,524	\$8,219,134
Total Liabilities	\$5,022,020	\$6,267,588

REVENUES

Contributions & Grants	\$6,700,764	\$5,160,899
Program Service Revenue	\$13,855	\$1,785,857
Investment Income	\$0	\$0
Other	\$(1,588)	\$(11,202)
TOTAL	\$6,713,031	\$6,935,554

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$3,832,294	\$3,440,177
Fundraising Fees	\$0	\$0
Other	\$2,879,721	\$3,121,335
TOTAL	\$6,712,015	\$6,561,512
MARGIN	\$1,016	\$374,042

TOP PAID EXECUTIVES (FY 2015)

	Base Salary	Total Compensation & Benefits
Robert Rath , President/CEO	\$192,596	\$200,890
Christopher Leone , Chief Academic Officer	\$172,500	\$172,847
Hector Rivera , Chief Operating Officer	\$132,210	\$146,758

SOURCE: GUIDESTAR IRS 990 TAX FORM



PHOTO: CONTRIBUTED

Connecticut Humane Society raised over **\$42,000** through its Diamonds in the Ruff Gala Auction. The event was attended by over 125 guests and the money raised will be used to save the lives of homeless animals. Pictured (from left) are: Gary Byron; Jodi Shulman; Linda Panikowski; Gordon Willard; Heidi Voight; Ellen Sharon; Suzanne Barkyoub; and Melissa Hesse.

The **United Bank Foundation** recently presented a **\$10,000** check to the **Hartford Symphony** to fund the HSO Discovery Series concert, performed at The Bushnell to more than 1,300 students from schools in Greater Hartford.

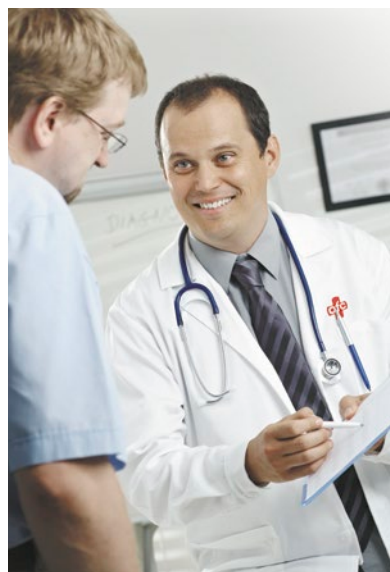
The **Connecticut Hospital Association** has received a grant from the

Connecticut Health Foundation to create a Connecticut Social Health Initiative. The initiative will provide support for hospitals and collaborating organizations to identify and address the social determinants of health for patients at the point of care.

Connecticut's credit unions recently donated **\$6,000** to **Operation Fuel**. Operation Fuel partners with local government and community-based organizations to ensure that families in need have access to year-round energy assistance.

The **Liberty Bank Foundation** has awarded a **\$5,000** grant to the **Boys & Girls Club of Bristol Family Center** to support Power Hour, a program to help drive academic success for school-age youth.

A HEALTHIER BOTTOM LINE



Your employee's health is valuable. But so is time on-the-clock, so AFC works hard to protect both. That's why we're open every day of the week with extended hours. And we're always in, always ready to serve our patients, so there is never a need for an appointment.

To evaluate your Occupational Health needs, please email kmakati@afcurgentcare.com or call 860.338.3035

In the Boulevard Shopping Center
1030 Boulevard, West Hartford, CT 06119
860.986.6440

Coming August 2016 to 135 East Main St., New Britain



URGENT CARE
american family care®

AFCUrgentCareWestHartford.com



URGENT CARE



X-RAY SERVICES
ON-SITE



LAB SERVICES
ON-SITE



VACCINATIONS &
PHYSICALS



DRUG/ALCOHOL
TESTING



OCCUPATIONAL
MEDICINE



SHORT
WAIT TIMES



MOST INSURANCE
PLANS ACCEPTED

Book your Holiday party now!

Basa Mia
AT THE Hawthorne

Meetings – Corporate Functions – Receptions
4 Rooms available – Up to 350 capacity
Ample parking – Free use of Equipment

2421 Berlin Turnpike
Berlin, CT 06037
(860) 357-2061

Delivering Business.

HARTFORD BUSINESS JOURNAL

Subscribe online:
HartfordBusiness.com/subscribe

When you need information to grow your business, we deliver! Subscribe today to receive weekly issues in print and digital, plus special publications and full online access!



MOVERS & SHAKERS



Kevin Moran



Earle Cianchette



Ashley Champagne



Samantha Mackowitz



Lisa Holloway



Randy Keen



Chris Lahey



Jim Devecchis

Webster leaders named presidents of mortgage group, United Way board

Kevin Moran, senior vice president and division sales manager of residential mortgages for Webster Bank, was recently appointed president of the Connecticut Mortgage Bankers Association and Amy Jakobeit, senior vice president and director of the bank's customer care center, was elected president of the board of United Way Meriden/Wallingford.

Burns & McDonnell hires construction industry leader in Wallingford office

Earle Cianchette, a 30-year construction management veteran, has joined the construction/design-build group at Burns & McDonnell's New England office in Wallingford. Cianchette will serve as a senior project manager, overseeing construction field operations and leading design-build initiatives.

Cianchette has served in a variety of roles including project superintendent, project manager, business group manager and senior vice president of operations. Most recently, he was responsible for the financial performance of construction operations, generating more than \$500 million in annual revenue.

Make-A-Wish CT appoints board member

Make-A-Wish Connecticut recently appointed **John Papa**, vice president of programming, content strategy and scheduling in the programming department at ESPN, to its board of directors. Papa leads the network scheduling strategy for ESPN, ESPN2, ESPNU, ESPNNEWS, ESPN Classic and ESPN on ABC and also oversees on-air management, formatting and content rights management teams.

Mintz + Hoke adds two to team

Avon marketing agency Mintz + Hoke has hired **Ashley Champagne** in the new role of content and community strategist and **Samantha Mackowitz** as public relations assistant.

Duncaster hires VP and administrator of health services

Lisa Holloway has joined the Duncaster team in Bloomfield as the new vice president of health services and administrator. As VP, Holloway is responsible for the management, operations, administration and quality of all health and wellness services

provided at the retirement community.

Holloway brings 19 years of experience in health administration to Duncaster. Previously, she was administrator of Hebrew Home and Hospital in West Hartford.

Nutmeg credit union announces new C-suite executives

Rocky Hill-based Nutmeg State Financial Credit Union has hired **Robert "Bob" Bruhn Jr.** as senior vice president, chief financial officer and promoted **Al Festini**, to senior vice president, chief technology and security officer.

Bruhn is former general manager of Orbis Engineering and CFO of Belco Credit Union. In the financial industry, he has held various positions in finance departments managing and overseeing financial operations.

He joined Nutmeg on Nov. 1 after consulting for it over the summer.

Festini joined Nutmeg in 2014 as assistant vice president, security risk management. He's been involved in multiple projects spanning IT, operations, front-line business communications, and regulatory compliance on local and state levels.

Okay Industries promotes three to director roles

Okay Industries Inc., which engineers and manufactures components and subassemblies for original equipment manufacturers in medical, automotive, defense/firearms and industrial markets and has operations in Berlin and New Britain, announced three promotions:

Randy Keen, from senior die designer to director of design engineering; **Chris Lahey** from quality manager to director of quality assurance; and **Jim Devecchis** from manufacturing engineer to director of manufacturing engineering.

Simsbury Chamber of Commerce board appoints PR executive

Alisa Picerno, president of Alliances by Alisa Media Relations, has been appointed to the Simsbury Chamber of Commerce board of directors.

Prior to establishing her own media-relations firm, Picerno served in the communications department of Qualidigm.

2016 Hartford Business Journal Healthcare Heroes



David Rosenblum, MD
Medical Director, Rehabilitation

Congratulations to our Healthcare Heroes

We are pleased to congratulate Dr. Rosenblum and Heather on receiving the Hartford Business Journal
2016 Healthcare Heroes Award.



Heather Hancort, RN, BSN, CRRN
Unit Manager, Rehab Division



50 Gaylord Farm Rd, Wallingford, CT | www.gaylord.org |



HARTFORD BUSINESS JOURNAL

HealthCare HEROES 2016



MEET THE WINNERS!
Special Section: pages 14-33

PRESENTING SPONSOR:



EVENT SPONSORS:





COUNT US IN.™



ALTERNATIVE MEDICINE CAN BE A SMART ALTERNATIVE. THAT'S WHY WE COVER ACUPUNCTURE.

In China, acupuncture originated as a way to balance the flow of energy within the body. At Harvard Pilgrim, we cover acupuncture* to give your employees a more balanced variety of options—because sometimes, alternative medicine is the right alternative. Our acupuncture benefit covers up to 20 visits per year for your employees. However your employees stay healthy, you can always count us in.

To learn more, call your broker or visit harvardpilgrim.org/Acupuncture



Harvard Pilgrim
Health Care

Harvard Pilgrim Health Care includes Harvard Pilgrim Health Care, Harvard Pilgrim Health Care of Connecticut, Harvard Pilgrim Health Care of New England and HPHC Insurance Company.

*Copayments, deductibles and coinsurance also may apply. Not all plans cover acupuncture as a medical benefit. Be sure to check your *Schedule of Benefits* for complete details.

Health Care Heroes provide healing touch for those in need

With the changing tides in Washington D.C., the healthcare industry is headed into another year of great uncertainty and, most likely, changes.

But regardless of the political and practical challenges the industry faces, the everyday efforts of those who work in the industry remain as important as ever.

This week, we are honoring nine Health Care Heroes in Greater Hartford, who are making a difference in our community every day. Our winners run the gamut from individuals who are using animal-assisted therapy to promote healing and increase patient optimism, to social workers helping cancer patients deal with the stress of their disease.

In the pages that follow, you'll also learn about an ALS patient who captured the hearts and minds of Connecticut residents and the entire country promoting awareness of his disease during the Travelers Championship.

Many of our winners this year are involved in helping patients cope with the psychological effects of their diseases. Others volunteer their time to help serve the community and local patients.

Our judges — Angela Mattie (Quinnipiac University), John O'Connell Jr. (C.M. Smith Agency Inc.) and Ellen Andrews (CT Health Policy Project) — played a key role identifying our Health Care Heroes. Using standard criteria they voted on nominees in eight different categories ranging from nurses, physicians, and volunteers to industry leaders who made advancements in healthcare prevention and innovation.

The judges were particularly adept at finding heroes who are innovators, like a Connecticut Children's Medical Center surgeon who is working with a team of UConn researchers to find a new way to treat babies born with esophageal atresia, a defect where the tube between the mouth and stomach fails to connect.

Collectively, they are an impressive class of Health Care Heroes. We recently honored them during a Dec. 1 luncheon at the Connecticut Convention Center in downtown Hartford.

Our heroes were nominated by those who know their work the best — co-workers, clients, etc. They share a common passion for the services they provide and life-changing impacts they have on the lives of others.

We hope you join us in congratulating them. And remember, it's not too early to start thinking about who you'd like to nominate for next year's class of Health Care Heroes.

— Greg Bordonaro, Editor



Contents:

- 16 Jenifer Ash**
Winner: Advancement in Healthcare — Prevention
- 18 Christine Finck**
Winner: Advancement in Healthcare — Innovation
- 20 Mark Finkelstein**
Winner: Corporate Achievement — Innovation
- 22 Heather Hancort**
Winner: Nurse
- 24 David Rosenblum**
Winner: Physicians
- 26 Brian Savo**
Winner: Community Service — Advocacy/Policy
- 28 Patricia Verde**
Winner: Healthcare Staff
- 30 Mary Guglielmo & Mary Alsing**
Winners: Volunteers
- 32 Finalists List**
- 33 Judges**

Congratulations 2016 Health Care Heroes!



Patients Trust ProHealth!

More than **360,000** people statewide trust our family of primary care doctors and specialists with their lifelong health and wellness. To schedule your first visit, call **1-855-CTMD-411**.



ProHealth Physicians
Nationally Recognized for Patient-Centered Care!



ProHealthMD.com



BRIAN SAVO IS OUR HERO.

Brian has become a valued member of the Hospital for Special Care family. As our representative and Honorary Co-Chairman of the 2016 Travelers Championship alongside Travelers Executive Chairman Jay Fishman, he made an extraordinary contribution to the awareness and fundraising efforts for ALS. Our heartfelt thanks and admiration go out to Brian and his family. He is most deserving of the Healthcare Heroes award.

www.hfsc.org • 860.223.2761

**Hospital for
Special Care**

We Rebuild Lives.

Ash prevents diseases by treating patients as partners

Jenifer Ash

Advanced Practice Registered Nurse
Medical Nursing / Patient Care Services,
Hartford Hospital

Category Winner: Advancement
in Healthcare — Prevention

By Natalie Missakian
Special to the Hartford Business Journal

Whether she's working in the pulmonary rehab clinic at Hartford Hospital or out in the community administering flu shots to underserved residents, Jenifer Ash never sees patients. She sees partners.

Consider a recent pulmonary case. The woman, suffering from advanced lung disease, sought help from Ash and her team to keep the damage at bay, but continued to make poor lifestyle choices that exacerbated her condition.

Instead of lecturing her, Ash simply asked the woman to come up with a list of goals, which included living independently and being able to walk and shop. Together, they devised a plan for how she would achieve them. The woman said it was the first time a medical professional had treated her as an equal.

"I said, 'Absolutely, you are the center,'" Ash recalled. Giving patients a say in how they choose to get healthy is key, she said, both for preventing chronic diseases and keeping existing ones from progressing.

"Instead of telling them 'This is what I want you to do.' I tell them, 'This is where you're at. This is what you have. What is it that you want to accomplish?'" she explained. "You want to attend your granddaughter's wedding? Let's get you healthy so you can do that."

As a nurse practitioner who also holds a master's degree in public health, Ash, who leads the APRN (advanced practice registered nurse) team in the Department of Medicine, has focused much of her career on prevention.

Each year, she leads a Hartford Hospital collaboration with area nursing schools and the city of Hartford to administer flu and pneumonia shots to underserved members of the community, setting up clinics in homeless shelters and soup kitchens.

Thousands of people are hospitalized each year and sometimes die from preventable diseases in the U.S., Ash noted, simply because they failed to get a shot. Increasing vaccination rates, she said, can slow the spread of disease in a community.

"If we didn't go out there, many of those patients don't have access [to health care]," she said. Many are uninsured or underinsured, or are undocumented immigrants fearful of being deported. "They wouldn't necessarily come to a health-care institution or seek the vaccination themselves. But by going to them, we help improve the vaccination rates."

Ash also leads the inpatient immunization program within the hospital, an effort that has dramatically increased the hospital's vaccination rates.

One of Ash's main areas of prevention focuses on pulmonary health and reducing rates of chronic obstructive pulmonary disease (COPD), the third leading cause of death in the U.S. and a frequent cause of hospitalization. She counsels patients in smoking cessation, exercise programs and other ways to improve lung function, and also conducts asthma screenings at health fairs.

She said the best part of her job is "seeing that lightbulb go off" when a patient resolves to take control of their health.

"People don't live forever, but you can change how they live," she said.

A Massachusetts native, Ash's career at Hartford Hospital began in 1996. She earned her bachelor's degree in nursing



PHOTO | CONTRIBUTED

“People don't live forever,
but you can change
how they live.”

from Boston College in 1993 and her master's from UConn in 2002. Her passion for chronic disease management and prevention prompted her to return to UConn, where she earned a master's in public health in 2005.

As a child, she always knew she wanted to take care of

people. She decided to become a nurse while watching her father battle heart disease — inspired by the caring and compassion she saw in his healthcare providers.

Nurse educator Christine Rooney said Ash is known for bringing best practices to the hospital and for bridging the gap between nurses and practitioners, including doctors and APRNs.

A year ago, Rooney said, Ash drove an initiative that helped reduce the hospital's rate of catheter-associated urinary-tract infections by 30 percent through a massive retraining of every nurse that works with catheters. She also devised a system, Rooney said, where nurses could remove catheters more promptly without having to wait for a doctor's order.

Liza Nowicki, a simulation nurse educator at the hospital, said other nurses look to Ash for guidance, mentorship and expertise.

"She's so approachable and very humble," Nowicki said. "Everyone feels comfortable bringing an issue to her. She always offers sound advice and credible ideas."

Ash, in turn, said she wouldn't have success without her colleagues. "It really is a team approach," she said. "It's together that you can make a difference."



*Hartford HealthCare
proudly congratulates
this year's*
HealthCare Heroes.

**You are truly
inspiring.**

.....
hartfordhealthcare.org

Backus Hospital | Hartford Hospital | The Hospital of Central Connecticut |
MidState Medical Center | Windham Hospital | Institute of Living |
Natchaug Hospital | Rushford | Hartford HealthCare Medical Group |
Integrated Care Partners | Hartford HealthCare at Home |
Hartford HealthCare Rehabilitation Network |
Hartford HealthCare Senior Services |

1.855.HHC.HERE
(1.855.442.4373)

Life experiences shape Finck's desire to care for children

Christine Finck

Surgeon-In-Chief

Connecticut Children's Medical Center

Category Winner: Advancement in Healthcare — Innovation

By Natalie Missakian

Special to the Hartford Business Journal

As a pediatric surgeon, Dr. Christine Finck sees her share of babies born with esophageal atresia, a defect where the tube between the mouth and stomach fails to connect. Connecticut Children's Medical Center, where Finck works as surgeon-in-chief, treats up to a dozen infants born with these long gaps in their esophagus each year.

Typically, treatment involves closing the gap with a piece of the stomach or intestines — which brings the possibility of rejection — or stretching the esophagus by pulling the two ends together. That procedure requires a long hospital stay, Finck said, and can possibly be painful for the babies.

"Here's this poor kid in the ICU who's getting their esophagus stretched," she said. "It's kind of a morbid type of procedure. I just felt that there should be a better way."

Finck and a team of researchers in her lab at UConn are working hard to find that way, using tissue engineering to develop new methods for treating the condition, which affects one in 4,500 babies.

Finck has partnered with Biostage, a biotech company that has developed a polyurethane tube known as a scaffold that can be seeded with a baby's own cells. The scaffold is then implanted as a placeholder to bridge the gap in the esophagus. Over time, the esophagus begins to grow around the scaffold, Finck explained.

"After about three weeks we take out the scaffold and let the rest of the esophagus regenerate," said Finck. The scaffold is then replaced with a stent to keep the esophagus open. When removed, "a fully regenerated esophagus is left behind," she said.

Cells for the procedure can be taken from biopsies of the esophagus, from stem cells in amniotic fluid, or from bone marrow. Her team is currently examining which cells produce the best outcome. The procedure can also be used for adults with esophageal cancer or kids whose esophagus is burned after ingesting lye or other caustic substances.

Finck said clinical results in animal models have been successful. "We can do gaps of about 10 centimeters now, which is novel," said Finck, whose research also focuses on lung disease in premature infants. She expects the procedure will be available for patients in about five years.

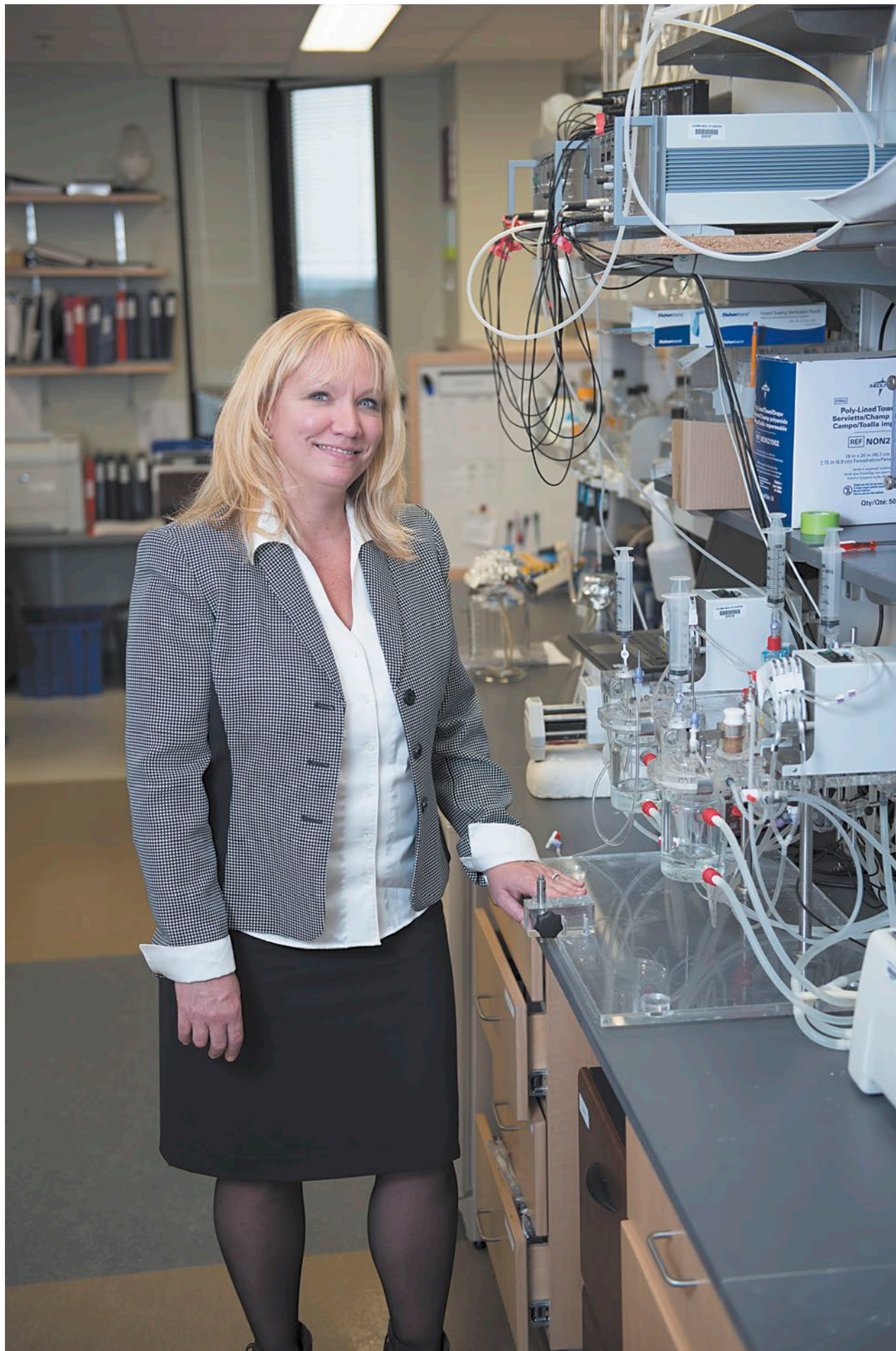
A native of Long Island, Finck earned her bachelor's in biology from Boston University in 1990 and her medical degree from the State University of New York Health Science Center in Syracuse in 1994. She did her fellowship in pediatric surgery at Arkansas Children's Hospital, and spent five years at St. Christopher's Hospital for Children in Philadelphia before joining Children's, where she has high praise for her team.

"Having a team that works and shares your vision is the best. That's when you get things accomplished," she said.

Growing up, Finck always wanted to be a doctor and loved taking care of children, a trait she inherited from her schoolteacher mom. She said she fell in love with pediatric surgery "the minute I did it," and enjoys building relationships with patients' families.

Reflecting on her career, Finck said two unexpected life events profoundly influenced her. "My first husband passed away from a brain tumor when I was in fellowship," she said. "That gave me a true vision of being on the other side — of being at the mercy of hospital care."

Years later, while working in Philadelphia and remarried to her current husband, she adopted her daughter Isabelle,



one of her tiny patients.

Isabelle, now 11 and healthy, was born with her intestines outside her body, a condition that required multiple surgeries. Her mother, a teenager with no family support, had confided in Finck that she wasn't able to care for the infant.

"It just came out of my mouth: 'I'll take her,'" Finck recalled. "I remember she turned all red and said, 'That would be wonderful because you know her best.'"

Finck, who also has two biological children, 8 and 5, said her experience parenting an infant with a complex medical

condition continues to drive her research, and helps her empathize with her patients' families.

"She's one of the most compassionate and dedicated people I've ever met," said Shefali Thaker, a research associate in Finck's lab. "She will push and strive to see that all of the children she interacts with are comfortable and that their families are comfortable. She goes above and beyond every single time."

Research associate Todd Jensen called Finck a wonderful mentor to new physicians beginning their research. "She's supportive and helps them find their niche," he said.



Congratulations to the 2016 Health Care Heroes Winners for their outstanding commitment to the Health Care industry!

ADVANCEMENT IN HEALTHCARE — INNOVATION

Christine Finck

Connecticut Children's Medical Center

ADVANCEMENT IN HEALTHCARE — PREVENTION

Jenifer Ash

Hartford Health Care

COMMUNITY SERVICE — ADVOCACY/POLICY

Brian Savo

Hospital for Special Care

CORPORATE ACHIEVEMENT — INNOVATION

Mark Finkelstein

Hughes Health & Rehabilitation

HEALTHCARE STAFF

Pat Verde

St. Francis Hospital and Medical Center

NURSE

Heather Hancort

Gaylord Specialty Healthcare

PHYSICIANS

David Rosenblum

Gaylord Specialty Healthcare

VOLUNTEERS

Mary Alsing and Mary Guglielmo

Johnson Memorial Hospital

We understand the needs of
Health Care Professionals
like no other financial institution.

Our commitment is to care for the financial needs of your health care organization and employees, while you care for the needs of others.

***Put your company and employees on the path to financial wellness;
contact us today for information or a no-obligation presentation.***

HARTFORD
HEALTHCARE
FEDERAL CREDIT UNION

*We care for you
as you **care** for others.*

4 Wethersfield Avenue
Hartford, CT 06114
860.990.1256
www.hhcu.org

Innovator **Finkelstein** helped change public perception of nursing homes

Mark Finkelstein

Administrator and Vice President
Hughes Health & Rehabilitation
Category Winner: Corporate
Achievement — Innovation

By Natalie Missakian
Special to the Hartford Business Journal

When West Hartford resident and Danish cycling enthusiast Lene Bruun pitched the idea of bringing Cycling Without Age to his nursing home over a year ago, Mark Finkelstein didn't think twice.

"Our response was, 'Heck, yes,'" recalled Finkelstein, administrator and vice president of Hughes Health & Rehabilitation in West Hartford. "We knew from the onset that it was going to be a fantastic program, but we really had no concept of just how remarkable it would be."

Using Danish-style rickshaws steered from behind by a trained driver, the program allows nursing-home residents to experience the joy of cycling and "feel the wind go through their hair," Finkelstein said. Hughes is one of only three nursing homes in the nation to introduce the program, founded in Bruun's native Denmark and popular in Europe.

Residents, accompanied in the two-seater rickshaw by a relative or staff member, often visit their old neighborhoods or nearby Elizabeth Park. Therapeutic benefits include boosting memory and reducing depression.

"I remember our first rider came back, and he looked at me with a grand smile on his face and said, 'Mr. Mark, we're going to remember this day for a long, long time,'" Finkelstein recalled.

The embrace of innovative ideas like the rickshaw program is a hallmark of Finkelstein's tenure at Hughes, said Lina Dureza, director of nursing administration.

"He is always thinking about opportunities where we can serve our stakeholders better," Dureza said. "He is always thinking outside the box. He gets everybody to look at the bigger picture as to what will benefit our building."

The nursing-home industry has taken notice. In October, Hughes became one of three post-acute nursing homes in the country to win the 2016 Gold – Excellence in Quality Award from the American Health Care Association and National Center for Assisted Living. A month later, U.S. News & World Report named Hughes one of its Best Nursing Homes in America for the sixth consecutive year.

Finkelstein, also named a top performer by the American College of Health Care Administrators, shared the credit. "We have a wonderful staff here committed to being the best. Nobody can do this by themselves," he said.

Finkelstein joined Hughes in 2006 after running nursing homes throughout New England. He earned his bachelor's in psychology from Long Island University C.W. Post, and was in grad school studying to become a clinical psychologist when his career path took an unexpected turn. While working nights



Mark Finkelstein (shown in the center of both photos) is known as an innovator, which has earned him and Hughes Health national awards for excellence in quality care.



“We have a wonderful staff here committed to being the best. Nobody can do this by themselves.”

as a hospital aide, he was recruited to establish a psycho-social rehabilitation program at a Cheshire nursing home.

"It was a very innovative program back in 1972, to have specialized care in a nursing home," he said. "I told them that I had to make at least \$10,000 a year or I couldn't accept. They said they were sorry, they couldn't do that."

A week later, the nursing home called back with a proposal: If he'd run the program and serve as assistant facility director, they'd pay him \$10,000.

"I thought that was more money than I'd ever see in my life," he said with a laugh. "And the thought of going from an aide's position to assistant administrator was just too much for me to say 'no' to."

Finkelstein went on to earn his master's in healthcare administration from LIU, and in the 1980s, would rise to the presidency of the American College of Health Care Administrators, the nation's main advocacy organization for long-term care.

Improving the public image of nursing homes — back then at an all-time low — topped his agenda. So Finkelstein invited classic film star Helen Hayes and Jim Brady, Ronald Reagan's press secretary, to the organization's annual meeting. Hayes was active with the Grey Panthers, an advocacy group for the

elderly that was "very, very anti-nursing home," Finkelstein said.

"I wanted to bring her in and show her that we were human beings too, that we had families and we were generally caring professionals," he said.

Brady, recovering from injuries sustained in the Reagan assassination attempt, received an award and took his first public steps after the shooting on stage with Finkelstein.

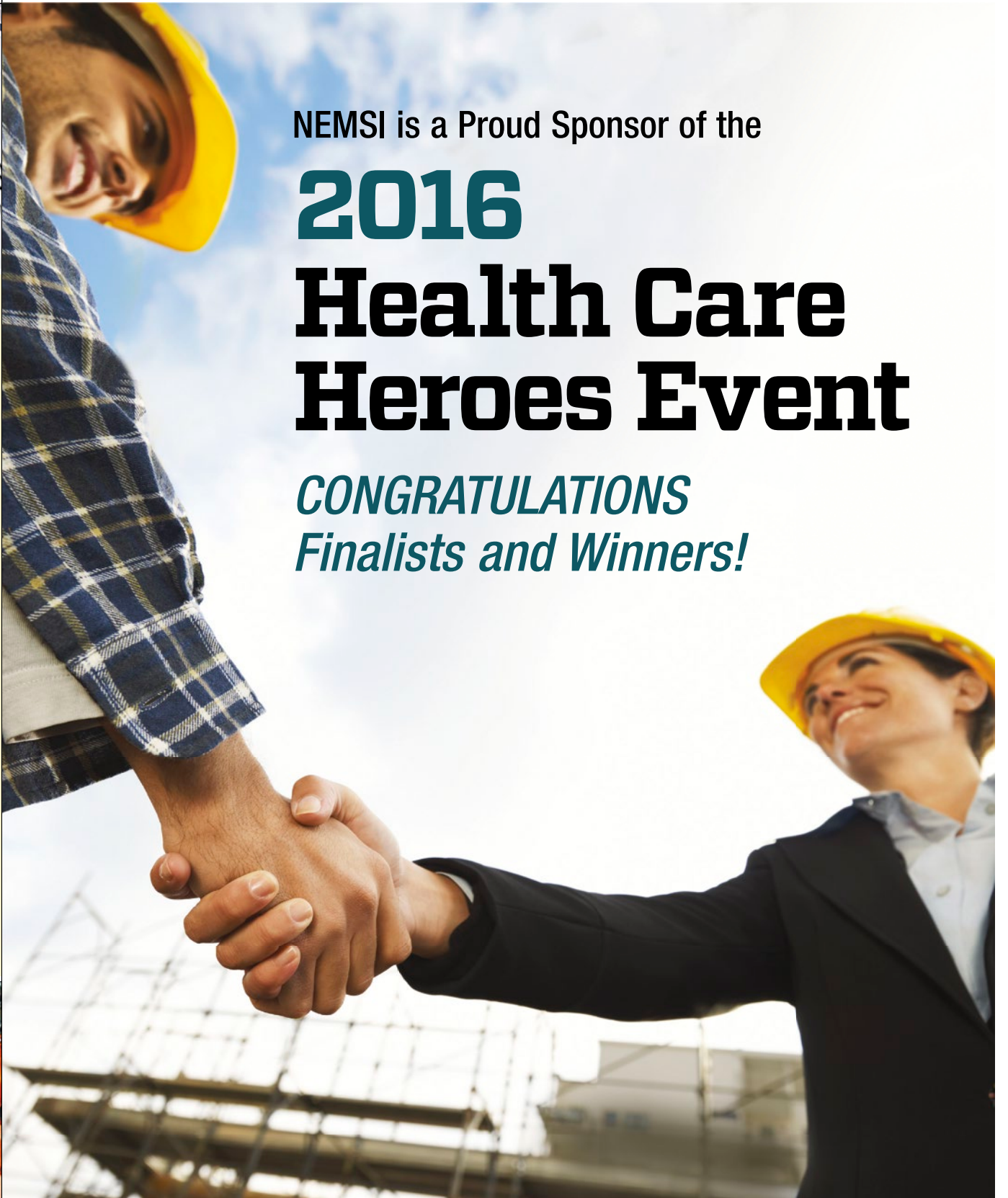
"I'll tell you, my feet never touched the ground, I was just so proud. And it worked. We got a lot of respect," he said. Later, Vice President George H.W. Bush would invite him to the White House to discuss ways to control the rising cost of health care.

"It's been a wonderful 45 years for me," he said. "But you can't be stagnant. You always have to look forward, be aggressive and look at what we can do to improve."



Recent Awards Include:

- » ABC Platinum Safety Award
- » ABC Accredited Quality Contractor (ABC-AQC)
- » ABC Excellence in Construction Award
- » ABC Specialty Contractor of the Year
- » Contracting Business First Place Design/Build Award



NEMSI is a Proud Sponsor of the

2016 Health Care Heroes Event

CONGRATULATIONS Finalists and Winners!



For 50 Years, Clients Have Counted On NEMSI For:

- HVAC, Plumbing and Process Piping
- Design-Build Construction
- Energy Management Systems
- LEED Certification Programs
- Electrical Services
- Comprehensive Preventive Maintenance Programs
- 24/7/365 Emergency Response

What Can We Do For You?

860.871.1111 www.nemsi.com

166 Tunnel Road, Vernon, CT 06066

License #s: E1-104939 • S1-302974 • P1-203519
F1-10498 • SM1-192 • MC-1134



Other offices in: New London | Trumbull | Pawtucket, RI | Palmer, MA | Manchester, NH | Albany, NY



Heather Hancort (far left) helped develop an animal-assisted therapy program at Gaylord Specialty Healthcare. Galya the dog travels with Hancort every day to help patients in their rehab process.

PHOTO | CONTRIBUTED

Heather Hancort

Unit Manager Rehabilitation Division, Nursing
Gaylord Specialty Healthcare
Category Winner: Nurse

By David Medina

Special to the Hartford Business Journal

Did you hear the one about the nurse who uses a dog to heal her patients? Well, guess what? It's no joke.

Risking ridicule, Heather Hancort, rehabilitation nurse manager for the spinal cord injury and brain injury units at the Gaylord Specialty Healthcare hospital in Wallingford, one day persuaded the officials there — all the way up to the president of the board of directors — to let her do just that, as a way of restoring the medically fragile patients in Connecticut.

Animal-assisted therapy has long been scientifically proven to promote healing, increase patient optimism and lessen pain and stress. But, until Hancort came along, it had never been applied in a hospital setting.

Once she received the authorization, Hancort underwent a rigorous application and vetting process on her own time through Canine Companions for Independence, an organization that raises and trains service dogs. After qualifying to adopt a service dog, she was placed on a long waiting list and, a year and a half later, came home with a sweet-natured Labrador Retriever

Hancort uses man's best friend to cheer up, motivate patients

named Galya that travels to the hospital with her every day and is incorporated into the medical rehabilitation process. The results have been nothing short of magical.

"Galya gets patients motivated to do things they're not willing to do on their own because they think they'll never get better," Hancort explains. "We had a man with a spinal-cord injury, who couldn't get out of bed for treatment because his blood pressure was too high. I overheard the conversation in the hall and went into the room with Galya. After petting her a couple of times, his blood pressure went back down to normal and he was able to get out of bed. We called it the Galya miracle."

There have been numerous other Galya miracles, such as the stroke victim who would only open her eyes when Galya was present, or the brain-injured girl who refused to get out of bed for her three-hour speech and physical therapy sessions until it was suggested to her that she take Galya out for a walk. Hancort says the dog has become such an expectation among patients that she has had to put limits on their time with her.

"There's practically a waiting list for her," she says. "I could do Galya all day and I'd never get anything else done. Patients just eat it up."

Born and raised in Wallingford, Hancort presently lives in a log cabin in Cheshire with her husband, Justin, two St. Bernards and Galya. Hancort began her career at Gaylord

Specialty Healthcare 23 years ago and has worked her way up from bedside nursing into the management ranks.

In addition to supervising 67 staff members in two units at Gaylord, all of whom report directly to her, and making Galya available to her patients, she also works one day a week in the intensive care unit at St. Mary's Hospital in Waterbury, "just to keep my bedside skills up. That's truly what nursing is all about."

Hancort admits there was a time in her life when nursing was the furthest thing from her mind. She had just graduated from Wilcox Technical School at 18 and moved out of her home, thinking that she could conquer the world with a hair-dressing license.

"Paying my own apartment bills and heat and electric and car insurance soon became quite a challenge, so I went back to school."

Hancort obtained an associate degree in nursing at Naugatuck Valley Community College, a bachelor's degree at Sacred Heart University and is currently working on her master's degree from the Chamberlain College of Nursing.

"Oh, I love her," says Skylar Vumback, who was an 18-year-old inpatient in the brain injury unit for two months in 2015, following a ruptured AVM (arteriovenous malformation), when Hancort began regular sessions with Galya. "She's just the coolest person."

Vumback recalled how Hancort allowed Galya to lay in bed with her and cheer her up after visiting hours, when her family and friends had left the hospital.

"She changed my life," says Vumback, who still makes a point of visiting Galya, after her speech therapy sessions on Thursdays and Fridays. Hancort even brought Galya to a fundraiser last March to help pay Vumback's medical expenses.

"Heather is a great nurse and a very loving person," says Vumback's mother Marilee Sarrazin. "She and Skylar have a great bond."

"Galya [the dog] gets patients motivated to do things they're not willing to do on their own because they think they'll never get better."



Together for strength
Together for a reason.

Saint Francis
Hospital and Medical Center

Mercy
Medical Center

Saint Mary's
Hospital

Johnson Memorial
Hospital

Mount Sinai
Rehabilitation Hospital



Trinity Health
New England

TrinityHealth-NE.org



PHOTO | CONTRIBUTED

David Rosenblum (squatting) seen with a patient. Rosenblum treats patients for whom there is typically little hope of recovery and restores them to some form of functionality.

David Rosenblum

Medical Director, Outpatient Medical Services,
Gaylord Specialty Healthcare

Category Winner: Physicians

By David Medina

Special to the Hartford Business Journal

About half of the 1 million medical doctors in the United States are specialists. Sixty percent of them practice in the eight major areas of psychiatry, surgery, anesthesiology, emergency medicine, radiology, cardiology, oncology and endocrinology/diabetes, where the outcomes are somewhat predictable and quantifiable.

The remaining 190,000 specialists are spread out over 13 other disciplines. Physical medicine and rehabilitation is among the newest and smallest specialties; and the number of medical doctors in that field, who concentrate on treating spinal cord injuries is even smaller still.

It is in this tiny subspecialty-of-a-specialty that you will find Dr. David Rosenblum, medical director of outpatient services and director of the Spinal Cord Program at Gaylord Specialty Healthcare in Wallingford.

"I personally know of only one other doctor in Connecticut that does this," Rosenblum said. "It's not common."

Rosenblum, in short, treats patients for whom there is usually no hope of recovery and restores them to some form of functionality. Moreover, he remains available to them for the rest of their lives, as he does with Cynthia Litsky, a young woman with multiple sclerosis who he continues to see, even though she is now confined to a nursing facility.

"David has every element that is so important in a physician in his attention to the patient and in helping out when there isn't a whole lot one can do for people with MS," says Gloria Litsky, the girl's mother.

Rosenblum has even enabled patients who could not move

Rosenblum gives spinal cord injury patients hope

from the chin down to return to work full time.

"Sometimes people, who experience such a catastrophic change in life, think that it's the end, a very reasonable assumption," he says. "But with experience, skill and a change in perspective, it can be the start of a different way of life."

What makes Rosenblum even more unique is that he zeroed in on his specific field of expertise back when he was a medical student about 30 years ago and, in what is a pattern in his life, he won't stop until he has achieved his goal exactly as he envisions it.

"I've always been drawn to challenges, so learning about something that wasn't common was natural for me," he said.

His interest in medicine developed as a high school student growing up in Woodstock, N.Y., where Rosenblum accompanied his family physician on her rounds at Kingston Hospital. He even worked as an orderly for a while. He also played the flute; and as a result, he established two criteria for the college of his choice: excellent statistics for pre-medicine and a good music program, which, he soon learned, were also very uncommon. Rosenblum's standards were so demanding that he turned down an offer to attend Cornell University in favor of the State University of New York in Albany, where he became second chair in the school orchestra's flute section. He remains a member of the New Haven Chamber Orchestra to this day.

He was first exposed to rehabilitative medicine in medical school at SUNY Buffalo, where his original intention

was to study neurology.

"I had no idea what a physiatrist was or even what rehab medicine was," he said. "By the third year, I did a rotation in neurology and a rotation in rehab medicine, where I got to make a difference. I got to use my neurology, internal medicine and rehab med skills to help treat and guide people who needed to improve their functionality and quality of life . . . and I thought, 'How can I combine the two?'"

Rosenblum got his opportunity at Columbia Presbyterian Hospital in New York City, where he did his residency and which was well known for its spinal cord rehabilitative medicine program. In searching for his first permanent placement after residency, Rosenblum again insisted on finding a needle in a haystack, a boutique inpatient rehab center with expertise in spinal cord injury.

"Once I came to speak to the people at Gaylord, I was sold," he said.


Married 30 years, Rosenblum and his wife, Marcia, live in Woodbridge. Their daughter, Rachel, 24, is an occupational therapist; and their son, Daniel, 26, is an attorney.

His biggest challenge, he says, is getting the health insurance industry to provide for the costly equipment


and treatments that his patients need.

"When I started here at Gaylord, people would stay as inpatients for months. Now our average length of stay is 25 days . . . so we change what we do and how we do it to move with the times. But that's a challenge."

"I've always been drawn to challenges, so learning about something that wasn't common was natural for me."



Here to make Connecticut a healthier place to live, work, and play.



ConnectiCare is honored to have a
healthcare hero in Anita Cotto, our
community outreach coordinator.



chooseconnecticare.com



© 2016 ConnectiCare, Inc. & Affiliates



ConnectiCare®



Brian Savo (right) is seen comforting former Travelers Cos. CEO Jay Fishman at the Travelers Championship this summer. Both ALS patients, Savo and Fishman, who died shortly after the tournament, raised awareness and money to help fight their disease.

Brian Savo

ALS patient

Hospital for Special Care

Category Winner: Community Service — Advocacy/Policy

By David Medina

Special to the Hartford Business Journal

In 2009, Brian Savo, a husband, father of two children, and an active hockey player for most of his life, was diagnosed with ALS (amyotrophic lateral sclerosis), a disease that degenerates the nerves that control muscle movement.

The average lifespan of a person afflicted with ALS is three to five years. Do the math. “I should be gone already and I’m not,” Savo says. Savo explains that, when he was diagnosed with ALS, he asked God to give him 10 more years of life so that he could help other ALS patients come to grips with the disease and continue to live as normal a life as possible.

“There aren’t many patients who have the opportunity to use their voice,” he says. “I’ve been very fortunate. My passion is to open other patient’s eyes to what’s out there. Your life is not over.”

To that end, Savo has become the national face of ALS awareness, most recently serving as honorary co-chair of the Travelers Championship golf tournament along with Travelers CEO Jay Fishman, who passed away shortly after the tournament.

The tournament helped raise funds for the ALS Clinic at the Hospital for Special Care in New Britain, where he receives treatment. Savo also sits on the board of the Connecticut chapter of the ALS Association and spends a good deal of time each year lobbying Congress to support ALS research.

But he can most often be found making public appearances to help patients learn to “lean into the disease” and have a

Savo fights ALS for himself, family, others

positive attitude about it.

“I’m all for research,” he says. “But research is costly. There has to be a balance between research and patient care. It’s important to make people aware of how this disease tears families apart cost-wise.”

Born in East Haven, Savo, his wife, Maria, and their children Michael, 10, and Ariana, 7, live in the house he grew up in. His parents Carmen and Thea now live in Florida. He spent his high school years at The Gunnery in Washington, Conn., and the New Hampton School in New Hampshire and attended college at Roger Williams University in Rhode Island, where he majored in business management.

He and his wife currently operate Nantucket Custom Flooring, which he owns. Savo’s ambition, growing up, was to become a professional hockey player and be part of the U.S. Olympic hockey team. He keeps an autographed photo signed by the entire U.S. Olympic team that defeated the Russians in 1980. He played the sport from grade school through high school and beyond, as a member of the Connecticut Flames semi-professional team.

Unfortunately, at 5-feet, 6-inches tall and weighing 160 pounds, he had to come to terms with the fact that he was too small for the professional ranks.

Then, in 2007, he began developing muscle cramps, but ignored

them for about two years until, one day, he attempted to skate on a pair of roller blades and found that he couldn’t stand up. The same thing happened when he tried on a pair of ice skates.

“I was like Bambi out there and I’d been skating since I was three years old,” he said.

Later, during a medical examination, he was found to be secreting naturally produced creatine from his legs and was referred to a rheumatologist, who then referred him to the Hospital for Special Care, where the ALS diagnosis was confirmed.

Some time afterward, Savo was having lunch in New Haven with Bill Auger, who had been Savo’s hockey coach, on and off, since he was 8 years old. Auger noticed that Savo had parked his

car in a handicapped zone and began giving him a hard time about it until Savo finally told him about the diagnosis.

Auger took it hard.

“Brian, being the friend that he is, it really hit home,” Auger said. “He was just so active that you don’t expect it to happen.”

Auger explained the he and a group of Savo’s friends wanted to hold a fundraiser to help pay his medical bills and Savo wouldn’t have it, because

he didn’t want to make it about himself.

“He’s the ultimate giver,” Auger said, trying to control his emotions. “That’s what makes him so unique. He was always sensitive to the needs of others, even as an 8-year-old child. He’s everything that I want to be still.”

“It’s important to make people aware of how this disease tears families apart cost-wise.”



Maximize your investment in energy efficiency.

A partnership with Eversource connects you to a wide range of energy-efficient solutions. Solutions that create energy cost savings you can reinvest in other areas of your business. Just ask Craig Scott of Aero Gear. He utilized an energy assessment to find ways to save both energy and money, allowing him to maintain a competitive edge and save hundreds of thousands of dollars over the life of the equipment.

Our energy experts will come to your business and identify electric and natural gas energy strategies, including manufacturing opportunities. We'll also connect you to low-interest* financing and incentives, along with qualified contractors to get you on the road to saving money and reinvesting it back into your business.

Call 877-WISE-USE (877-947-3873) or visit EnergizeCT.com/businesses to find the latest energy-efficient solutions for businesses big or small.

We make gears and gearboxes for the aerospace industry, and we have a lot of very energy-intensive processes. Through Eversource, we did an assessment so we could see just what were the big users of energy in our shop, like lighting and compressed air. Compressed air is a huge component in our cost structure. It's a big part of my job to control that cost through energy-efficient projects like the one we just completed.

The cost savings from our idle-load study and energy efficiency efforts have been huge. Over the life of the equipment, we're talking hundreds of thousands of dollars. It helps us be more competitive and keeps jobs here in Connecticut.

—Craig Scott, VP and CFO of Aero Gear



Empowering you to make
smart energy choices



#1 Energy Efficiency Provider in the Nation

—According to Ceres, 2016 Benchmarking Utility Clean Energy report

Paid for by a charge on customer energy bills.

*Interest rates vary by eligibility.



PHOTO | CONTRIBUTED

Patricia Verde (left) has been a social worker for 40 years. At the hospital, she meets with patients when they are first diagnosed with cancer and shepherds them through the treatment process.

Patricia Verde

Clinical Social Worker

St. Francis Hospital and Medical Center

Category Winner: Healthcare Staff

By Natalie Missakian

Special to the Hartford Business Journal

Kathy Noone was new to her job at St. Francis Hospital a few years back when Patricia Verde came to her office, visibly upset about a colon cancer patient. The woman, Verde discovered, had been evicted from her apartment and was spending her nights in a sleeping bag in her sister's basement.

"She said 'I need your help. We've got to do something. We need to at least get this person a bed,'" recalled Noone, a registered nurse and executive director of oncology at Smilow Cancer Hospital Yale-New Haven at St. Francis.

With Noone's help, Verde, a clinical social worker, tapped the hospital's patient assistance fund, which provides money to help cancer patients in need. She bought the woman a bed and had it delivered within 48 hours — then used her own money to buy the woman sheets, blankets and pillows.

"She just couldn't imagine anybody sleeping on the floor of a basement and not having those basic necessities — let alone adding a cancer diagnosis on top of that," Noone said.

She said the case was typical for Verde, who approaches her job each day with selflessness, commitment and compassion.

"Pat will move heaven and earth to help a patient," Noone said. "Officially she does psychological assessments of our cancer patients, who may need a variety of services including counseling about their diagnosis, family counseling, assistance interacting with nurses and physicians, or financial assistance. But unofficially, Pat does much, much more."

Verde, who has been a social worker for 40 years, came to St. Francis in 2011. Originally from Rhode Island, she moved to Connecticut in the mid-1980s to take a clinical social

Verde moves 'heaven and earth' to help patients

worker job at Bristol Hospital. Four years later, she took a job at UConn Health Center, where she would later spend 15 years as director of social work. She earned her bachelor's degree from Maryville University in St. Louis and her master's from St. Louis University.

Born to a family of nurses, she always knew she would do something in the medical field. It was a hospital internship during grad school that hooked her on medical social work.

"I loved it. I knew that's where I wanted to be," she said. After graduate school, she spent a decade with the American Red Cross. Her first assignment was the Indiantown Gap Vietnamese Refugee Camp, working with Vietnam War refugees. She also worked as a disaster volunteer in Key West following Hurricane Wilma.

At St. Francis, Verde meets patients when they are first diagnosed and shepherds them through their treatment, connecting them with any resources they may need along the way.

She said a cancer diagnosis can throw a person's finances into turmoil, as many are forced to cut back on work hours and keep up with unexpected medical bills. If a utility company is about to shut off a patient's electricity, Verde will intervene to keep the lights on. She also helps patients apply for social security disability or family medical leave.

Another part of her job is providing crisis counseling to

families, which can be devastated by a loved one's diagnosis.

"Sometimes I'll just sit with a patient while they're getting treatment," added Verde. "We don't even have to have a long conversation. It's just a presence of support."

Having survived cancer herself, Verde's walked in their shoes, although she doesn't discuss the details publicly or with her patients.

"If I were to say to a patient, 'I know what you're going through because ...,' then it turns back to me. This is not about me. This is about the patient," she said. "Yet I feel my experience helps me. I have an understanding of where they

are and what they're facing, so I'm able to be with them in a very sincere way."

Verde said the most rewarding aspect of her work is watching her patients beat cancer.

"Patients inspire me. They inspire me with their strength; with their fortitude to go through these treatments week after week, month after month," she said. "I have been with them through all of that and then I get to watch them resume the life they had before the cancer diagnosis. That's what inspires me all the time."

She said her work is also buoyed by her faith and the support of her colleagues. "I'm one person in a team of professionals," she said. "We all have a role to play and we all support each other. I know I'm a better social worker because of the strength of that support."

Patients inspire me. They inspire me with their strength; with their fortitude to go through these treatments week after week, month after month.



Business loan approvals
within 24 hours.¹

Certified Business Bankers²
whenever you need them.

Introducing Webster Fast Track Business Loan

Work with Webster's Certified Business Bankers² to get faster access to the cash you need for new equipment, updated technology, seasonal employees, facility upgrades – whatever matters most to your business success.

- One day decision on applications up to \$100,000.¹
- Approvals within 24 hours at very competitive rates.¹
- Personalized solutions for all your financing needs.

Apply online at **WebsterBank.com/fasttrack.**

For more assistance,
call **855.468.9739**
or stop by a nearby
Webster Banking Center.



¹All credit products, pricing and overdraft protection are subject to the normal credit approval process. 24 hour turnaround is based on receipt of completed application. Some applications may require further consideration and/or supplemental information, which could impact the one-day approval process. Certain terms and conditions may apply. Total business loan exposure at Webster Bank cannot exceed \$100,000 and loans can only be secured by business assets, excluding real estate. Requires a Webster business checking account, which must be opened prior to loan closing and which must be used for auto-deduct of payment.

²Certified Business Banker: Webster teamed with Moody's Analytics to certify its bankers in financial analysis, risk evaluation, and management expertise.



Mary Alsing (left) and Mary Guglielmo (right) both celebrated their 99th birthdays at Johnson Memorial Hospital, where they both have volunteered, and continue to volunteer, for years.

At 99, two **Marys** leave volunteerism legacy at Johnson Memorial

Mary Guglielmo & Mary Alsing

Volunteers

Johnson Memorial Hospital

Category Winners: Volunteers

By David Medina

Special to the Hartford Business Journal

They're both named Mary.

They were born 16 days apart to very large families. They're the longest serving volunteers at Johnson Memorial Hospital in Stafford Springs, one in terms of years served (40) and the other in terms of hours clocked (countless).

And each one is 99 years old.

Mary Guglielmo of Stafford works Mondays and Thursdays in the emergency room doing small favors for the patients such as getting them water or an extra blanket, things they're afraid to request from the hospital staff. Mary Alsing of Somers works Tuesdays and Wednesdays, distributing juice to patients from a cart in the mornings and doing filing for the dietary department in the afternoons.

They each find that most of the patients they come in contact with simply want someone to talk to them and relieve the loneliness and fear that comes with being in a medical facility, and they are only too happy to fill that void.

The odds against any hospital, let alone a small suburban one like Johnson Memorial, having two such volunteers are astronomical.

Mary Guglielmo was the seventh of 10 children born in New York's Hell's Kitchen. Her father, Frank, had a business selling ice from a horse-drawn wagon. He came to Stamford one day



Mary Guglielmo (left) and Mary Alsing (right).

to help another man move there from New York and he immediately gave up the ice business and bought a house there.

"The ice business was beginning to go anyway," she said. "Refrigerators were coming in."

In 1938, she married Frank Guglielmo, a mailman, a marriage that ended with her husband's passing 35 years later and yielded two sons, Republican State Sen. Anthony "Tony" Guglielmo and his brother, Frank, who lives in Maryland.

"My son moved up here in 1982. He didn't want me left alone in Stamford, so he asked me to join him," she said. "When I got here, I turned to my daughter-in-law, Doris, and asked 'Now what am I going to do?', and she said, 'Go to the hospital and volunteer.' So that's what I did."

Mary Alsing's road to Johnson Memorial was more tortuous. She was the seventh of eight children born to Clarissa and Milton Otto Bettger, in the town of Monkton in Ontario. Bettger, a man with a sense of humor, owned a variety of businesses, including a car dealership, a hardware store and a fuel business.

She recalls how families in Monkton went without food or heat during the Great Depression. Her father, she said, forgave many an unpaid fuel bill because he knew that the families who owed him money had none.

"People think the recession a few years ago was bad," she said. "That was nothing compared to the original Depression. We survived because we had a large garden."

Mary Alsing had two major heartbreaks in her life. The first was dropping out of nursing school at 19 after she was severely scolded by the school administrator for contracting tonsillitis.

"The only thing I ever wanted to be and never stopped wanting to be was a nurse," she said. "I should have gone to the board, but I was too timid to do anything about it in those days."

Her second and biggest heartbreak was the death of her first husband, Pete Halfnight, from illness, a year after their daughter, Susan, was born. Although she had never before earned a living, Alsing survived by renting one of her rooms to a high school teacher, who babysat Susan at night, while she attended secretarial school.

"Times were hard, but we made it," she said.

In 1959, during a short visit to Hartford, she entered an old school building, never realizing that it was the headquarters of the Hartford Board of Education, and met an assistant superintendent, who, days later sent a letter to Canada offering her a job as a secretary.

"I broke all records for getting a visa," she said.

She waited until her daughter graduated college in 1964 to marry Carl Alsing, dean of the College of Engineering at the University of Hartford, whom she met through mutual friends. They moved from Hartford to Somers in 1966 and, one day, while they were cross-country skiing, a friend suggested that she and Carl volunteer at Johnson Memorial Hospital.

"And that's how we got started," she said. "It's not the same as being a nurse, but it's in the same field, and that was important to me." Carl passed on in 2004.

Patricia Lake, who supervised the two Marys for 19 years as the hospital's director of volunteer services, says she also devoted a lot of time to analyzing them as role models for successful aging. Here's what she found:

"It's a combination of factors. They're both very hardworking, very compassionate and very humble. They have a deep sense of faith. They appreciate what they have every day. They don't take the patients and their families for granted. They're active. They put others before themselves. They always look at the bright side of life and they always see the good in people and the things they do," Lake said.

"They also don't see themselves as being 99," she added.

The way you get
YOURNEWS
is changing...



who you get it from never will.



FINALISTS

Nominee	Organization	Title
ADVANCEMENT IN HEALTHCARE — INNOVATION		
Christine Finck	Connecticut Children's Medical Center	Surgeon-in-Chief
Tulio Valdez	Connecticut Children's Medical Center	Pediatric Otolaryngologist
Louis Daniels	Call A Doctor Plus	Chief Executive Officer
Paige McCullough-Casciano	Mount Sinai Rehabilitation Hospital	Recreation Therapist
ADVANCEMENT IN HEALTHCARE — PREVENTION		
Jenifer Ash	Hartford HealthCare	Advanced Practice Registered Nurse
COMMUNITY SERVICE — ADVOCACY/POLICY		
Brian Savo	Hospital for Special Care	ALS Patient
Anita Cotto	ConnectiCare	Community Outreach Coordinator
Prasad Srinivasan	Connecticut General Assembly/Allergy Associates of Hartford	State Rep./MD
Jonas Steiner	Hebrew HealthCare	Vice President
Karlos Boghosian	SoVita Chiropractic	CEO
Kelsea Fortner	Connecticut Children's Medical Center	Family Education and Resource Coordinator
Harvard Pilgrim Health Care	Harvard Pilgrim Health Care	
CORPORATE ACHIEVEMENT — INNOVATION		
Mark Finkelstein	Hughes Health & Rehabilitation	Administrator, Vice President
ProHealth Physicians	ProHealth Physicians	
HEALTH CARE STAFF		
Patricia Verde	St. Francis Hospital and Medical Center	Clinical Social Worker
Rachel Slater	Hospital of Central Connecticut	Speech Language Pathologist
Kathleen Schiessl	CHR (Community Health Resources)	Senior Vice President for Child and Family Services
Tracey Decker	InterCommunity	VP of Integrated Health Services
Patti Bouchard	Windham Hospital	MRI Tech
Tess Dagenais	West Hartford Public Schools	Physical Therapist
Toby Karl	St. Francis Hospital and Medical Center	Director of Volunteer Services
NURSE		
Heather Hancort	Gaylord Specialty Healthcare	Unit Manager Rehabilitation Division, Nursing
Cathy Roy	St. Francis Hospital & Medical Center	Nurse Manager for MSICU
Christine Rodriguez	Masonicare Partners	Hospice Clinical Supervisor
PHYSICIAN		
David Rosenblum	Gaylord Specialty Healthcare	Medical Director, Outpatient Medical Services
Catherine Ferentini	Visual Perceptions LLC	Owner/Optometrst
Jeffrey Hyams	Connecticut Children's Medical Center	Division Head, Gastroenterology
Richard Miller	Wheeler Clinic	Medical Director, Access Mental Health CT
Brian Grosberg	Hartford HealthCare	Director, Hartford HealthCare Headache Program
VOLUNTEER		
Mary Alsing	Johnson Memorial Hospital	Volunteer
Mary Guglielmo	Johnson Memorial Hospital	Volunteer
Lori Rodden	The Hartford	VP Human Resources, Large Commercial, Middle Market

JUDGES

Ellen Andrews has spent the past 17 years as the executive director for the Connecticut Health Policy Project, a non-profit consumer advocacy organization that works to improve access to quality, affordable health care for every Connecticut resident.



Andrews provides analysis of health policy issues and options for policy-makers, and assists consumers struggling to access the care they

need. She also teaches, supervises student projects and writes about health policy, including the CT Health Notes blog.

In the past, Andrews has worked as legislative health policy staff, a childbirth educator at a community health center, and child advocate at a domestic violence shelter. She serves on local, state, regional and national health policy governmental and nonprofit boards and committees.

Andrews holds a Ph.D. in human genetics from Yale.

John O'Connell Jr. is the president of Hartford-based C.M. Smith Agency Inc.

He earned a degree from Trinity College and holds industry designations as an Employee Benefit Specialist and a Chartered Life Underwriter.

O'Connell serves on the board of the Benefit Advisors Network (BAN), a consortium of 70 independent benefit advisors with annual revenues of over \$350 million. He also serves on the board of



the National Benefit Center, an insurance and product distribution company headquartered in Cleveland. O'Connell served on the board of VNA Health Care Inc. from 1994-2002, and was chair from 1999 to 2002. He rejoined the board in 2011 and was chair for 2013-2014.

He also served on the board of Renbrook School in West Hartford from 1998-2006 and was chair from 2003-2006. He is active in other community and industry organizations and is a corporator for both Hartford Hospital and St. Francis Hospital and Medical Center.

Angela Mattie is a professor and chair of the department of healthcare management and organizational leadership, director of the long-term-care certificate program and holds an appointment at the medical school at Quinnipiac University (QU). She serves on several boards including St. Mary's Hospital, Waterbury, Qualidigm, and the regional advisory committee of The Connecticut Chapter of The American College of Healthcare Executives (ACHE).



She is the 2012 recipient of the Distinguished Faculty/Advisor Award from CT ACHE and the 2013 prestigious Center of

Excellence in Teaching Award from QU. Prior to joining Quinnipiac, Mattie held healthcare leadership positions in acute and managed care. In 2000-2001, Mattie was selected for the competitive Robert Wood Johnson Health Policy Fellowship and served as a fellow for the U.S. Senate Health, Education, Labor & Pensions Committee.

Mattie received her master's degree in public health with distinction from the Yale University School of Medicine, Department of Epidemiology and Public Health; a law degree at the University Of Connecticut School of Law; and an undergraduate degree from Quinnipiac University.



Welcome to tomorrow. You'll love it here.

When you're healthy, everything is possible. At Yale New Haven Health, we are at the forefront of everything possible in health care. And it's easily accessible to you. So when you visit any Yale New Haven Health provider, it's a gateway to all the skills and technology of five leading hospitals, along with thousands of community physicians and skilled specialists. That not only makes health care easier, it makes it more promising.

yalenewhavenhealth.org



**Yale
NewHaven
Health**

Bridgeport Hospital
Greenwich Hospital
Lawrence + Memorial Hospital
Westerly Hospital
Yale New Haven Hospital
Northeast Medical Group

TOWN PROFILE

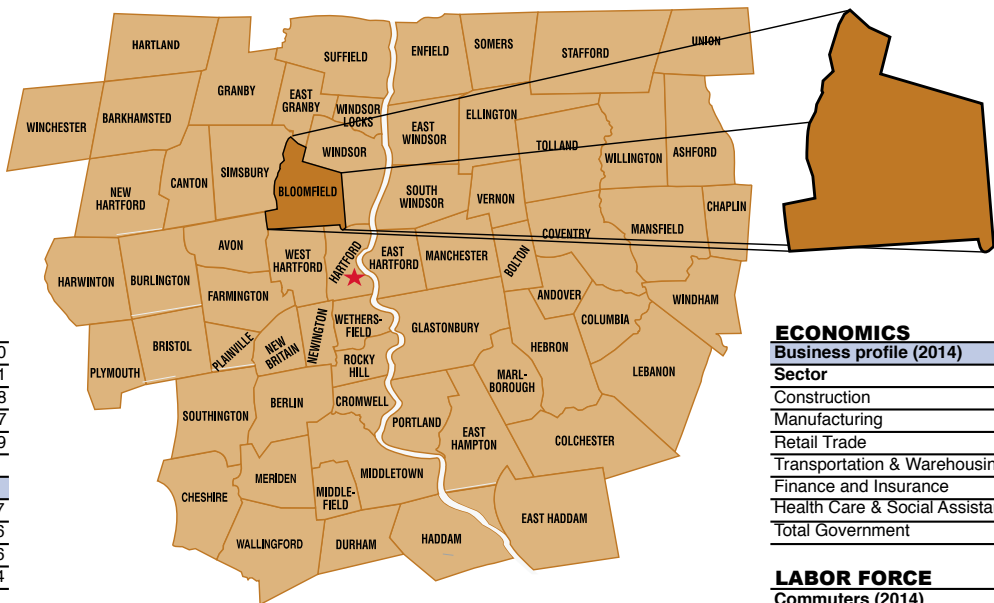
Land area (sq. miles)	26.0
Pop./sq. mile (2010)	791
Median age (2010-14)	48
Households (2010-14)	8,417
Median HH Inc. (2010-14)	\$73,519

Population (2010-14)	
2000	19,587
2010	20,486
2014	20,626
2020	21,084

Race/Ethnicity (2010-14)	
White	7,026
Black	11,380
Asian Pacific	388
Native American	16
Other/Multi-race	1,305
Hispanic	1,073

HOUSING	
Housing stock (2010-14)	
Existing units (total)	8,746
% single unit	66.0%
New permits auth. (2015)	16
as % existing units	0.20%
Demolitions (2015)	2
Residential sales (2013)	205
Median price	\$214,800

Top 5 Employers	
Cigna Corp	
Kaman Aerospace Corp	
Jacobs Vehicle Systems Inc	
Home Goods Distribution Ctr	
Kamatics Corp	



Educational attainment (2010-14)		
Persons age 25 or older		
High school graduate	4,552	29%
Associate's Degree	1,220	8%
Bachelor's or more	5,721	36%

GOVERNMENT	
Government form	Council-Manager
Total revenue (2014)	\$85,402,840
Per capita tax (2014)	\$3,414
as % of state average	126.5%
Total expenditures (2014)	\$81,835,486
Total indebtedness (2014)	\$55,625,000
as % of expenditures	68.0%
per capita	\$2,672
as % of state average	115.3%
Annual debt service (2014)	\$5,955,928
as % of expenditures	7.3%
Equalized net grand list (2014)	\$2,802,966,115
per capita	\$134,635
as % of state average	93%

BLOOMFIELD
Town Hall: 800 Bloomfield Avenue
Bloomfield, CT 06002
(860) 769-3500

ECONOMICS		
Business profile (2014)		
Sector	Units	Employment
Construction	83	945
Manufacturing	73	3,451
Retail Trade	66	927
Transportation & Warehousing	37	1,457
Finance and Insurance	42	5,885
Health Care & Social Assistance	111	2,216
Total Government	18	810

LABOR FORCE			
Commuters (2014)			
Commuters into town from:			
Hartford	2,072	East Hartford	756
Bloomfield	1,055	Manchester	703
West Hartford	1,047	Enfield	654
Windsor	890		

Labor Force (Residence)	11,319
Employed	10,492
Unemployed	827
Unemployment Rate	7.3%

Place of Work (2014)	
# of units	827
Total Employment	19,272
Manufacturing Employment	3,451

TOP 5 GRAND LIST		
Company	Amount	% of Net
Connecticut Light & Power	\$125.8M	6.10%
Connecticut General Life Inc Co	\$46.2M	2.20%
Metropolitan Tower Life	\$44.4M	2.10%
Amcap Copaco LLC	\$41.3M	2.00%
Dunaster Inc	\$30.5M	1.5%

Source: Connecticut Economic Resource Center, www.cerc.com

NOMINATIONS NOW OPEN

TAKE A MOMENT TO NOMINATE A REMARKABLE WOMAN YOU KNOW!

We are looking for eight
REMARKABLE BUSINESS WOMEN
in Greater Hartford!

This Spring, the Hartford Business Journal will recognize the achievements of 8 remarkable women who are making their mark in Greater Hartford. These women are senior-level executives, CEOs and/or entrepreneurs who have mastered their business.

These are remarkable, noteworthy women who are admired in the business community.

The celebration will include an awards luncheon on May 10th to honor the 8 Remarkable Women.

Winners will be announced in a special issue of the Hartford Business Journal on April 3, 2017.

VIEW PAST WINNERS AND FILL OUT
NOMINATION FORM ONLINE AT
WWW.HARTFORDBUSINESS.COM AND CLICK ON "OUR EVENTS"

Contact AMY ORSINI at 860-236-9998 ext. 134 or email aorsini@HartfordBusiness.com with questions

Nominations close: February 7, 2017

Issue Date: April 3, 2017

Event Date: May 10, 2017

Presented by:

HARTFORD BUSINESS JOURNAL
www.HartfordBusiness.com

Media Partner:

EYEWITNESS NEWS
wfab.com

HARTFORD BUSINESS JOURNAL
WOMEN + IN BUSINESS

15th Anniversary 2017

CELEBRATING 120 OUTSTANDING
WOMEN IN BUSINESS!



GROW YOUR BUSINESS WITH HARTFORD BUSINESS JOURNAL

Sponsoring a Hartford Business Journal event is a great way to connect with your target & gain new clients

By Investing in Sponsorship Opportunities You Will:

- **Enjoy face-to-face marketing** in a positive, high-energy environment designed to facilitate networking and develop new business contacts
- **Grow your personal and your business network.**
- **Begin new long term personal relationships** with other area businesspeople.
- **Deliver outstanding hospitality** for your customers, key employees and vendors.
- **Build and reinforce** name recognition with our audience of business decision makers.
- **Support** your sales and business development activities.
- Help your sales and marketing teams **develop high-level contacts.**
- **Demonstrate investment** in and support of an exciting and positive event for the local business community.
- **Increase your brand visibility** and favorability with the area business community.
- **Grow interest and awareness** for your company, your people and your products.
- **Emphasize the regional focus of your business**
- **Associate your company with the Hartford Business Journal;** a respected voice in the business community.

Limited Number of Sponsors

We limit the number of sponsors that support our events to 1-2 presenting sponsors and 3-4 event sponsors. This delivers diversity without diluting the sponsorship value. Our sponsors won't be lost in the logo soup of dozens of low level sponsors.

To learn more about sponsorships, contact Christian J. Renstrom, Advertising Director at crenstrom@HartfordBusiness.com or 860.236.9998 ext. 126.

2017 EVENT SPONSORSHIP CALENDAR



Nomination deadline:
10/14/2016
Ad closing date:
11/30/16
Issue date:
12/12/16
Event date:
January 26, 2017



Event date:
July, 2017



Event date:
February, 2017

Registration deadline:
10/7/2016
Ad closing date:
2/8/2017
Issue date:
2/20/2017



Event date:
August, 2017

Nomination deadline:
4/4/2017
Ad closing date:
5/17/2017
Issue date:
5/29/2017



Event date:
March, 2017

Special Recap in HBJ issue:
3/20/2017

Ad closing date:
3/8/2017



Event date:
August, 2017

Nomination deadline:
5/9/2017
Ad closing date:
7/5/2017
Issue date:
7/17/2017



Event date:
May, 2017

Nomination deadline:
2/7/2017
Ad closing date:
3/22/2017
Issue date:
4/3/2017



Event date:
September, 2017

Ad closing date:
9/4/2017
Issue date:
9/25/17



Event date:
June 8, 2017

Nomination deadline:
3/10/2017
Ad closing date:
6/7/2017
Issue date:
6/19/2017



Event date:
October, 2017

Nomination deadline:
8/22/2017
Ad closing date:
10/18/2017
Issue date:
10/30/2017



Event date:
June 8, 2017

Advertising begins:
11/1/2016
Exhibitor Training & Planning Session:
April, 2017



Event date:
November, 2017

Nomination deadline:
9/13/2017
Ad closing date:
11/15/2017
Issue date:
11/27/2017



Event date:
June 8, 2017

Nomination deadline:
3/28/2017
Ad closing date:
5/31/2017
Issue date:
6/12/2017



Event date:
December, 2017

Nomination deadline:
10/10/2017
Ad closing date:
11/29/2017
Issue date:
12/11/2017

EDITORIAL

XL Center renovation key to Hartford's future

The future of the XL Center has been brought back into the spotlight, although nothing new has developed since the Capital Region Development Authority (CRDA) last year backed a \$250 million plan to renovate the 41-year-old arena.

CRDA held a public hearing last week before formally adopting the plan, which the Hartford Business Journal supports, although we understand the decision to invest a quarter-billion dollars, or more, in a sports venue won't be an easy one, especially as the state remains mired in a fiscal crisis.

But this is an investment the state must make, or it risks losing any chance of creating/maintaining a vibrant Capital City that attracts people, particularly Millennials, to live, work and play.

This isn't just about offering entertainment, it's a workforce-development issue as well. Hartford and the state as a whole already have difficulties attracting human capital; adding a permanent dead zone in the core of downtown would deteriorate the region's attractiveness even further.

In the last few years, CRDA considered several options, including continuing to patch up the arena with smaller annual investments and spending nearly \$500 million to build a new facility.

Putting "patches on patches," as CRDA Executive Director Michael Freimuth called it, could just end up creating a money pit for the state with largely nothing to show for it. The state has already allocated \$40 million since 2014 to upgrade the arena, but many problems still exist and it's not feeding into a larger plan to save the facility long term. Meantime, building new is largely impractical, not only because the building would likely need to find a new home — possibly outside downtown, which makes little sense — but also because there will likely be no political support for spending that much money.

The \$250 million investment will basically yield a new arena in its current location, creating the best possible outcome.

To be fair, we understand some state lawmakers' trepidation about investing such a large sum in an entertainment venue at a time when the state's fiscal crisis is forcing deep cuts to social services. At the Nov. 29 public hearing, conservative Sen. Joe Markley (R-Southington) spoke eloquently, even convincingly, about the state's inability to afford "these kinds of projects," raising red flags about the significant increase in bonding under Gov. Dannel P. Malloy, which has also drawn our criticisms and concerns.

He said the state shouldn't spend money on projects that continually require heavy subsidies, arguing the XL Center will likely continue to be a money loser even with a major renovation, particularly as competition for concerts and other events intensifies from casinos and other venues.

He also dismissed the notion of Hartford ever getting another NHL hockey team (the project architects admit that renovating the arena offers no guarantees the city will be able to attract a team, but they also say doing nothing guarantees the NHL will never return).

We don't disagree with many of Markley's points, and this investment shouldn't be made with the idea it will attract NHL hockey back to the Capital City, which is very unlikely.

But the senator fails to grasp the bigger picture of what an active XL Center means to not only Hartford — whose residents, businesses, boosters and officials came out in support of the renovation plan — but the region as a whole.

Small businesses around the XL Center, mainly restaurants and bars, depend on event traffic to keep their doors open and many companies downtown use the venue to entertain clients and employees and see it as a selling point of working in the city. Take that away and the allure of living, working and playing in Hartford is severely diminished, putting another dent in the heart of Connecticut's commercial epicenter. ■

RULE OF LAW

Union efforts to block state's outsourcing troubling

By John Horak

My Aug. 1 column, "State's nonprofit-contracting system broken," and this newspaper's Aug. 22 editorial, "CT's fiscal crisis presents reform opportunities," both addressed the need for foundation-level reform of the state's social services delivery system using the Department of Developmental Services (DDS) as a case in point. I am circling back to this topic because of new information that casts the state-employee union's involvement in the matter in a negative light — suggesting that it owes someone either a credible explanation or an apology.



John Horak

Here is the background: DDS has a \$1 billion budget and provides care to approximately 16,000 people with intellectual disabilities — either directly (with its employees) or indirectly (by contracting with IRS-approved nonprofits whose mission is to care for the disabled). DDS is planning to lay off 605 employees and to outsource the work to nonprofits in the state. The estimated savings (\$70 million annually) is attributable to the fact that the nonprofit employees are paid approximately half as much as the state employees.

The SEIU is trying to stop the outsourcing. In my August editorial, I rebutted ridiculous union assertions that nonprofits were in it to "make a profit" and paid "their workers close to half of what the professional union caregivers earn." Simply put, the IRS prevents the nonprofits from operating on a for-profit basis, and the employees make so little not because their nonprofit employers want to make a bigger profit, but because our social-service system has been rigged to produce this result.

The rigging is simple in form and devastating in its effect. The nonprofits are functionally 100 percent cash dependent on the state (under a one-sided contract system) and they can't pay their employees with money the state won't give them. The state has used its leverage over the nonprofits to shortchange them for over a decade — which is why their employees' wages have fallen so far relative to their counterparts at the state. People with lifelong involvement in the field have told me that before the shortchanging started, the wage scales were roughly equivalent — so we (and the union) know whose employees

got the better deal in the meantime.

Here's the new information I mentioned above: I did not realize until recently how large a percentage nonprofit employees are also union members. I knew there were some, but recent information from some nonprofits suggest it could be as high as 50 percent. To be fair, the precise data seem unavailable, but the point is that the percentage is high enough to be troublesome simply because the union has as much of an obligation to protect the interests of the nonprofit employees in the union (helping them get a raise) as it does in protecting the interests of the state employees (helping them keep their jobs).

Here is another way to look at it: The nonprofit employees pay union dues too, such that if I were one of them I might ask if my dues are being used to pay for efforts to save the jobs of my higher-paid comrades at the state; or, why isn't my union not lobbying hard to get more state money to my nonprofit employer so it can give me a raise? There is more: My sources tell me the union hinders a nonprofit's ability to reward excellent performance monetarily unless it gives all employees of the same rank the same reward — so no reward is given.

Since August, the union has taken its campaign on behalf of the state workers to court (*Mathews v. DDS* filed in September and *SEIU Local 2001 v. DDS* filed in October). Litigation is very expensive and if I were a union member working for a nonprofit, I'd wonder if that's how my dues are being used.

This newspaper's Aug. 22 editorial gets right to the heart of the problem by invoking a 2011 legislative Program Review and Investigations Committee report, which concluded "that it is on average about twice as costly for residential care in public settings, with little to no difference in the quality of care provided." The report recommended "an accelerated pace of moving away from a 'dual service system' to a private sector service model."

The two things I would add to this are that in this context the phrase "private sector" means privately governed, but not private ownership — because nonprofits have no shareholders and are "owned" by the communities they serve. Second, there is plenty of room in the middle between the compensation of state workers and that of nonprofit workers to ensure fairness while still saving the state some much-needed money. ■

John M. Horak is a retired lawyer and the director of TANGO Nonprofit Education and Consulting in Farmington.

LETTER TO THE EDITOR

State should build zero-emission electricity system

Dear Editor:

Gov. Malloy understands that carbon emissions from the transportation sector pose a serious risk to our planet ("Electric vehicle rebate program gets \$2.7M in funding," Nov. 18, 2016).

After recognizing that we have a problem, the next step is to take action. That means cleaning up fossil-fuel emissions from our cars — one of America's major sources of dangerous carbon pollution — and transitioning to a carbon-free transportation system.

At the state level, Malloy has announced an allocation of \$2.7 million toward a consumer-rebate program that will help incentivize the sale of electric vehicles.

Malloy should also double the strength of the Regional Greenhouse Gas Initiative (RGGI) to accelerate our progress in cleaning up carbon pollution from power plants, while increasing the amount of power we get from clean, renewable energy sources.

Ultimately, we should build a zero-emission electricity system that does not put our climate or our communities at risk.

Melanie Perl
2074 Park Street, Hartford, CT 06106

HARTFORDBUSINESS.COM POLL

What should CT do with the XL Center?

- ☐ Rebuild for \$500M
- ☐ Renovate for \$250M
- ☐ No more investment

To vote, go online to HartfordBusiness.com.

Last week's poll results:

Do you plan to spend more or less on holiday shopping this year, compared to 2015?

9.8% More
63.4% Less
26.8% Same

Business myths that get companies into trouble

By Ken Cook

We're going to plug holes in a few concepts that are alluring, but usually not true and can be very expensive.

Myth 1 — We differentiate on service. Everybody differentiates on service, or at least they say they do. And if everyone claims it, then in the mind of the customer no one owns it. Service is just too generic a term for something that is individual to each customer.

One customer considers good service to be extended hours, while another cares less about the hours you are open. They do everything online, and good service to them is an easy-to-use website that offers complete functionality.

If you want to differentiate on service, change the word. Instead of service, you differentiate on people, or listening, or empathy. Service comes from how a customer perceives they are treated, and how they are treated is totally dependent on your people, not on a policy.

Invest in your people. Differentiation on service then becomes possible because your people focus on each customer instead of a



Ken Cook

policy that may or may not be applicable.

Myth 2 — Everyone is a potential customer. Everyone breathes, eats and sleeps. Everyone does not potentially buy any product or service, anywhere, anytime. The myth of marketing to the masses is long gone.

Unfocused advertising or mass mailings will cost much and produce little. Think about how much junk mail you throw out each day. You throw it out because it is not applicable or important to you.

Instead, focus on your actual customers and understand why they do business with you. Who are they? What is important to them? Are these the types of customers I want going forward?

Don't be lured by the myth of a broad market potential. Say no to large, yet unfocused opportunity. Instead, focus on clearly defined markets where actual customers and potential customers exist. This is where you will find sales opportunities and greater returns on your marketing investments.

Myth 3 — Variations on a theme work. You have a product that is highly successful with a targeted group of customers. You are buoyed by your success, and want to capitalize on it. Why not take that brand identity and apply it to another product, or another market?

Stop now! Line extension and market extension thinking usually ends up just diluting the original perception of the brand and confusing the customer. Avoid these kinds of variations on a theme. They inevitably cost

► **If you want to differentiate on service, change the word. Instead of service, you differentiate on people, or listening, or empathy. Service comes from how a customer perceives they are treated, and how they are treated is totally dependent on your people, not on a policy.**

money and reduce the power of the brand.

Exceptions exist. One is where market research validates that the altered or extended product is different enough to satisfy additional needs. The second is where another market has similar enough needs to see value in the product. With these exceptions you are extending a well-earned position into viable new areas of opportunity.

Myth 4 — If we build it, they will come. This worked for Kevin Costner in "Field of Dreams." It does not work for companies. Truly differentiated and winning positions in the marketplace start from the customer's point of view. They do not start from the product point of view.

Make sure that any new product or service you want to offer meets a pre-existing need in the marketplace. Then put the engineers and design people to work and build the best

product or service possible to meet that need. You don't have to hope customers come to what you've made. They are already waiting for your solution.

Myths are often alluring because they usually promise a quick or simple solution. But if something seems too good to be true, it usually is too good to be true. Differentiate on specifics, not generic terms. Be disciplined and find the right customers. Respect the position and uniqueness the customer assigns to you. And offer things customers deem important, not something you consider important. ■

Ken Cook is the co-founder of How to Who and co-author of "How to WHO: Selling Personified," a book and program on building business through relationships. Learn more at www.howtowho.com.

BIZ BOOKS

Business books that make great holiday gifts of knowledge, motivation

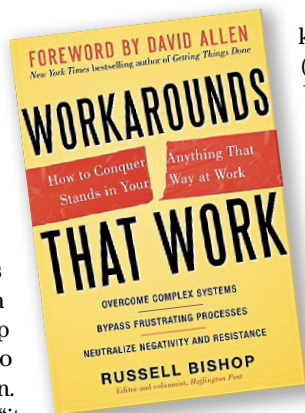
The holidays are fast approaching. Shoppers search for that special gift. While choices seem endless, choosing is simple: Give gifts of knowledge, motivation and self-improvement. Gifts they'll thank you for many times. Here are three suggestions in the \$4.95-\$22 range.

"Workarounds That Work: How to Conquer Anything that Stands in Your Way at Work" by Russell Bishop (McGraw Hill, \$22).

While "continuous improvement" sounds good, procedures and processes always lag behind workplace reality. As a result, productivity lags because workers can't really "work smart." Meaningless meetings, mountains of reports to prepare (even though many aren't read), "stop that; do this" and silos also make work smart an oxymoron.

Most employees adopt an "it is what it is attitude" grumbling through their workdays handcuffed by "the system." Bishop offers alternatives based upon problem solving and prevention. His major workaround: "How you frame the situation is the problem. Labeling something as a problem automatically sets up the obstacle dominoes."

Framing situations as opportunities



keeps options open; think puzzle (i.e. how can I...), not problem. Using the puzzle analogy, think of what you get when buying a jigsaw puzzle. There's a picture of the finished puzzle on the box cover — this is your outcome. It's the same way at work — but you have to create a picture of the outcome.

Odd-shaped pieces fill the box; the more pieces, the more difficult the puzzle. If you've ever worked

on a puzzle as a family activity, you know that the group achieves the outcome quicker than one person does. It's also more fun when others participate.

Similarly, you're not the only one affected by a workplace puzzle. Ask yourself: Who else has skin in the game? Who else might be affected by a successful outcome?



Jim Pawlak

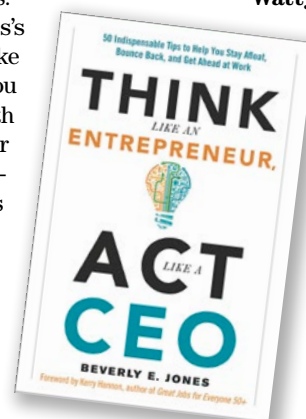
How can you engage these others to play? When a group becomes involved, many perspectives are shared.

...

"Think Like an Entrepreneur, Act Like a CEO — 50 Indispensable Tips to Help You Stay Afloat, Bounce Back and Get Ahead at Work" by Beverly E. Jones (Career Press, \$15.99).

Way too many workers think of themselves as employees rather than the job-owner/entrepreneur of "Me Inc." Employees see themselves as gears in the machine of business. Job-owner entrepreneurs, on the other hand, constantly look for ways to build their skills and brand by managing up (i.e. bosses), down (subordinates), and sideways (peers). They know what they need to contribute and accomplish to achieve an organization's goals.

Here are some of Jones's brand-building tips: "Think like an entrepreneur wherever you are." Focus on the people with whom you work; they're your "customers." Without satisfied customers, no business grows. Ask yourself how you could better serve them. By meeting their needs, you'll meet yours. Positive interaction also creates allies needed to promote ideas.



"Talk back to the voice in your head." When the cautionary voice becomes loud, you become worried about what could go wrong. When worry translates to action, you play not to lose, rather than playing to win. Reframe worry to a positive by changing outlook from "I'm not sure" to "Today, I will take the next step toward my goal."

"Measuring progress makes your goals more powerful." Develop a Fitbit mentality for tasks by measuring activities most likely to contribute to achieving your goal. The more steps you take, the more likely you'll reach your goal.

Also measure the non-contributors. When you recognize they're not moving you forward, take action to minimize their negative effects.

...

"The Little Engine That Could" by Watty Piper can be found in the children's section of any bookstore.

Prices range from \$4.95 to \$17.95. You may have read it as a kid. Read it again. Piper's message is not kid's stuff. Its "I think I can" message of inspiration and perspiration should be applied every day to get you from where you are to where you want to be. ■

Jim Pawlak is a nationally syndicated book reviewer.

ACCOLADES & MORE



OF NOTE

LAZ PARKING CEO HONORED WITH LEADERSHIP AWARD

The United States Holocaust Memorial Museum has honored Alan Lazowski, chairman and CEO of LAZ Parking and member of the U.S. Holocaust Memorial Council, with its National Leadership Award for his dedication to the museum and its mission against genocide. Pictured (from left are): U.S. Holocaust Memorial Council Chairman Tom Bernstein; Marcia Lazowski; Sara Bloomfield; Katie Couric; Lieutenant-General Romeo Dallaire; and Alan Lazowski.

...

ADAMS & KNIGHT AWARDED AT AD CLUB OF CT AWARDS SHOW

For the second consecutive year, Adams & Knight was honored with the Best of Show distinction at the annual Advertising Club of Connecticut Awards Show. The agency also received the Gold Pen and Gold Brush, the top honors for copywriting and art direction.

...

THE NEW ENGLAND CAROUSEL MUSEUM RECEIVES NATIONAL AWARD

The New England Carousel Museum was selected to be the sole recipient of the National Carousel Association's 2016 National Historic Award for the work done on the Bushnell Park Carousel in Hartford.

LOCAL COMPANIES COLLECT TURKEYS FOR HARTFORD FAMILIES



► Volunteers from Bank of America and UnitedHealthcare collected turkeys donated by Hartford employers and residents as part of Foodshare's annual "Turkey Tuesday" Thanksgiving food drive. More than 600 turkeys and 1,634 pounds of food were collected during the four-hour food and funds drive, which were given to more than 15,000 families in Hartford and Tolland counties.

ASSISTED LIVING SERVICES RECEIVES HEALTHCARE AWARD



► Meriden's Assisted Living Services and its subsidiary, Assisted Living Technologies Inc., are the recipients of the Connecticut Association for Healthcare at Home Healthcare at Home Innovation Award. The award is given each year to an agency that embraces change and consistently strives to use new methods to optimize home health or hospice delivery. Pictured (from left) are: State Rep. Cathy Abercrombie; Mario D'Aquila, VP, director of business development; Sharon D'Aquila, president, Assisted Living Services Inc.; and Ron D'Aquila, president, Assisted Living Technologies Inc.

NEW
Quarterly!

From the Publishers of

HARTFORD BUSINESS JOURNAL

Greater Hartford HEALTH

*The Quarterly Health Care Magazine
for Greater Hartford - Covering the
region's top industry*

Greater Hartford HEALTH is direct mailed to top health care industry executives, business executives and HR professionals and distributed for free at close to 100 professional health care and fitness facilities throughout Greater Hartford. Each quarterly issue includes a variety of features and areas of coverage.

The business of health care

- Top trends & financial data

Public policy

- Implementation of ACA, Connecticut health care reform as well as efforts to implement cost containment

Health care industry Movers & Shakers

- We'll cover the hiring and promotions of top executives at our region's health care sector.

Personal health

- Wellness programs, rehabilitation and more

Health benefits

- Benefits administration and innovative ways to implement and engage the workforce with existing benefits

Innovation and research

- Lots of medical research is happening in our backyard, we'll tell the stories of some of the top companies that are poised to grow in our region.



HARTFORD BUSINESS JOURNAL

Delivering Business. In Print. Online. In Person.
www.HartfordBusiness.com

Issue Date	Closing Date
Spring 3/21/17	2/21/17
Summer 6/27/17	5/30/17
Fall 9/12/17	8/15/17
Winter 11/21/17	10/24/17

To reserve your space, Contact Advertising Director Christian Renstrom today at 860-236-9998 ext. 126 or email at crenstrom@HartfordBusiness.com




A good bank gets inside your business. Really inside.

Use the red key.SM

What makes a great business bank? The ability to bring a sharp local focus, while being able to tap into a national network of deep experience and expertise. What's more, you'll find us to be unusually un-bank-like in the way we approach your business, which we think you'll find unusually refreshing. To learn more about how we can help your business thrive and what we mean when we say "use the red key," visit Key.com.

KeyBank 

©2016 KeyCorp. KeyBank is Member FDIC. 20161019-152881

A man in a dark suit, light blue checkered shirt, and purple striped tie is shown in profile, looking out a large window. The background shows a blurred cityscape with buildings. The text is overlaid on the left side of the image.

*Is your last-gen network
struggling to keep up?*

**IT'S TIME TO
CHANGE THE GAME.**

Business keeps changing. Emerging technologies are bringing new opportunities and even bigger network challenges. You need a network that's more agile, more affordable and more capable of preparing your company for the next big change.

THE SOLUTION IS COMCAST BUSINESS

We offer an advanced Ethernet solution designed to flex to the growing demands of your business. Whether it's connecting multiple locations, supporting a mobile workforce, Bring Your Own Device or whatever new challenge tomorrow brings.

IT'S A GAME-CHANGER

We've invested over \$5 billion in an advanced communications infrastructure. It's a high-speed, high-capacity fiber network that scales to 100 Gbps and is a cost-effective alternative to legacy T1 systems. It all adds up to seamless, scalable and consistent performance that changes the game.

Call 855-221-8812 to see what Comcast Business can do for your organization. Because you can't build the business of tomorrow on the network of yesterday.

Call 855-221-8812
or visit business.comcast.com/change

**YOU CAN'T BUILD THE BUSINESS OF TOMORROW
ON THE NETWORK OF YESTERDAY.**

..... **COMCAST BUSINESS**

Restrictions apply. Call for details. ©2016 Comcast. All rights reserved.